



Jefferson   
College

# 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. Individuals should direct their questions, comments or concerns to:

The Higher Learning Commission  
230 South LaSalle Street, Suite 7-500  
Chicago, IL 60604-1411  
(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, gender identity or expression, 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.

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

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.

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.

*Refer to Board Policies II-001 and VII-012 and Board Procedures II-001.5, II-001.8 and VII-012.*

## **MISSION**

Jefferson College serves our community by delivering quality learning opportunities that empower individuals to achieve their goals.

## **VISION**

Jefferson College strives to inspire our community to explore, develop, and engage in innovative learning experiences in a supportive and inclusive environment.

## **VALUES**

Jefferson College fosters a culture of excellence for its community of students, faculty, and staff by embracing the following values:

### SUCCESS

Supporting a focus on achievement, self-discovery, scholarship, creativity, completion, and skill mastery;

### ACCESSIBILITY

Fostering an environment of diversity and inclusion where a culture of collaboration responds to the needs of our communities through quality and affordable educational opportunities;

### INTEGRITY

Encouraging open, honest, and respectful communication; committing to accountability in all interactions, operations, and procedures;

### LEARNING

Establishing a high quality learning environment that features collaborative and innovative engagement, academic freedom, professional development, and continuous assessment for improvement; and

### SERVICE

Infusing a spirit of civic engagement through community volunteer initiatives, cultural enrichment, and service-learning opportunities.

## **DIVERSITY STATEMENT**

Jefferson College is a community leader to supporting and promoting diversity through opportunities and experiences that foster a culture of respect, inclusiveness, and understanding for everyone in the campus community, to engage in a diverse world.

# 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 Associate Dean, 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.*

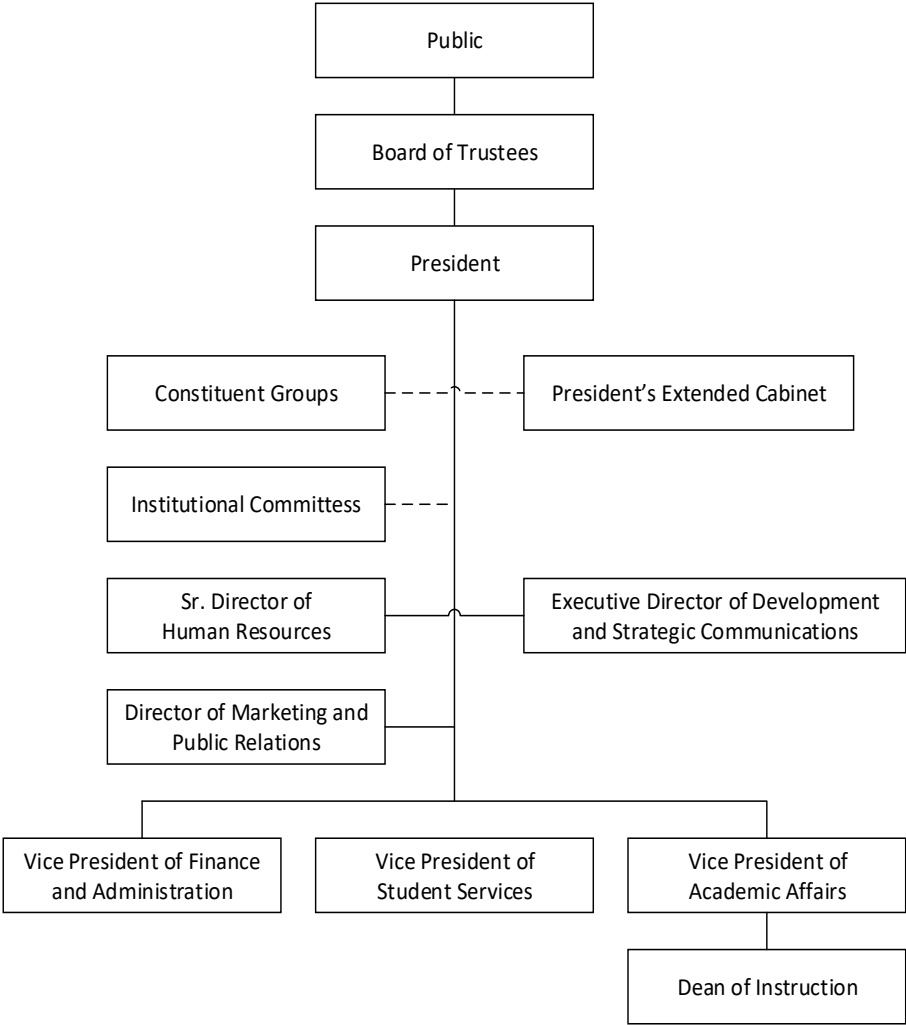
## **Administrative Organization**

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**



# 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 Administrative Cabinet 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 Administrative Cabinet 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 instruction divisions through the appropriate dean;
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.*

## **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 Administrative Cabinet 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;
10. direct and manage the Advising and Retention Center, student organizations, and the Career Development Office, through the Director of the Advising and Retention Center;
11. direct and manage Project Success through the Director of Student Support Services;
12. direct and manage Student Housing (Viking Woods) and student activities through the Director of Residential and Student Life;
13. direct and manage the Office of Research and Planning;
14. direct and manage Outreach and Education Sites through the Director of Outreach and Education Sites;
15. select, supervise, and evaluate Directors of the administrative functions reporting to the Vice President of Student Services;
16. 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 Administrative Cabinet.

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 Administrative Cabinet.

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, Associate Deans/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 Administrative Cabinet;
  - 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 Administrative Cabinet 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 Associate Deans/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 Cabinet.

## **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
- Community Engagement and Outreach Committee (CEOC)
- Curriculum Committee
- Diversity Committee
- Employee Support Committee
- Environment and Safety Committee
- Strategic Enrollment Management and Retention Committee (SEMR)
- 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. In some cases, specific individuals or designees from an area are needed for the proper operation of the Committee. 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 an administrative liaison that is a member of the President's Cabinet.

The administrative liaison:

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

# Institutional Committees

## Accreditation Committee

### **Purpose:**

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

### **Charge:**

- (a) Organize efforts to research and recommend the appropriate HLC accreditation process for the College;
- (b) Stay apprised of all current HLC requirements for accreditation, communicate this information, and recommend appropriate responses to the Administrative Cabinet;
- (c) Determine ways to encourage ongoing engagement of all constituents in the ongoing HLC accreditation efforts;
- (d) Maintain a central repository for all third-party accreditations and approvals and the status of each and provide guidance as needed from an institutional perspective;
- (e) Foster a culture of commitment to ongoing improvement through accreditation efforts;
- (f) Annually review and update the College's Assurance Argument including regular review of the Criteria for Accreditation and Core Components; and
- (g) Coordinate the College's Quality Initiative and facilitate a campus-wide inclusive process for developing that initiative

## 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.

### **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.

## **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.

### **Charge:**

- (a) Share and collaboratively support the ongoing work of the Institutional Committees;
- (b) Foster communication among the Institutional Committees;
- (c) When necessary, define the boundaries of responsibility among the Institutional Committees;
- (d) Communicate College needs, initiatives, and plans to the Administrative Cabinet;
- (e) Make recommendations to the Administrative Cabinet 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.

## **Community Engagement and Outreach Committee**

### **Purpose:**

The purpose of the Community Engagement & Outreach Committee shall be to collaborate with employees, students and community members, in support of enrichment, lifelong learning, civic engagement, educational leadership, and community collaboration.

### **Charge:**

- a) Encourage civic engagement in the community at large;
- b) Encourage civic engagement of students;
- c) Encourage civic engagement in curriculum;
- d) Encourage civic engagement of administration, staff, and faculty;
- e) Maintain and evaluate effectiveness of Civic Action Plans.



## **Curriculum Committee**

### **Purpose:**

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

### **Charge:**

- (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.

## **Diversity Committee**

### **Purpose:**

The purpose of the Diversity committee shall be to oversee, implement, and support programs and initiatives that create a welcoming campus for students, faculty, and staff regardless of their age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, gender identity or expression, or veteran status.

### **Charge:**

- a) Support and promote current diversity initiatives;
- b) Provide resources and coordination for new initiatives;
- c) Communicate to the larger campus community about diversity and inclusion issues, providing training, support and resources;
- d) Coordinate with other campuses and area organizations to make Jefferson College a regional leader in diversity; and
- e) Implement, report and assess the diversity plan; revising the plan on a five-year cycle;
- f) Coordinate diversity and inclusion efforts across campus.

## **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.

### **Charge:**

- (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.

## **Environment and Safety Committee**

### **Purpose:**

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

### **Charge:**

- (a) Address and discuss safety and security issues;
- (b) Review and revise the Emergency Preparedness Plan;
- (c) Make recommendations for Emergency Preparedness training;
- (d) Provide input for campus beautification;
- (e) Promote environmentally friendly initiatives, and
- (f) Discuss and review major campus facility updates and improvements as part of the Strategic Planning process.

# 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.

## **Charge:**

- (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.

# 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.

## **Charge:**

- (a) Periodically review the Strategic Plan and recommend to the Administrative Liaisons 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 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 Cabinet for capital projects priorities;
- (f) Make annual budget recommendations to the Administrative Cabinet for institutional action plans and priorities.

# **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.

## **Charge:**

- (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.

# **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.

#### 1) Membership includes:

- Vice President of Instruction
- Vice President of Finance and Administration
- Vice President of Student Services
- Dean of Instruction
- Senior Director of Human Resources

## **b. 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.

**c. 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.

**d. 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.

*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 Cabinet 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. This procedure is intended to address conduct that has happened within the workplace as well as associated programs and activities and does not address off-campus conduct not associated with the College's programs and activities.

### **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, gender identity or expression, 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.*

# Remote Work

## Introduction

Jefferson College must be appropriately staffed, at all times, during regular business hours in order to effectively pursue its educational mission. Regular business hours may vary according to the department. In recognition of the wide range of professional responsibilities and duties required of College employees, there may be special circumstances in which remote work arrangements can be implemented to optimally balance the needs of the College and individual employees and/or departments. A remote work arrangement must not unduly burden business operations. With a good plan in place, a remote work arrangement can benefit the employee, the team, and the College in general. A remote work arrangement can improve job satisfaction by increasing job flexibility and help to recruit and retain employees. This policy and procedure outlines the types of remote work arrangements that may be available to eligible employees and the process by which such arrangements are developed and implemented. Remote work arrangements are not part of the College's employee benefits package. Remote work arrangements are a privilege, not a right or entitlement, and a way to allow the College to serve its employees' needs while ensuring the obligations to students, colleagues, and community are met. Not all positions lend themselves to remote work arrangements and not all employees will be granted a remote work arrangement.

## Description

Remote work is a work arrangement in which some or all of the work is performed from home or another off-site location, and there may or may not be an expectation to work on-site on a regular basis. Staff have an established schedule. Changes may be made upon request and approval through the process.

## Eligibility

Requests for remote work arrangements will be considered based on organizational needs and the ability to serve internal and external stakeholders of the College with the same efficiency and effectiveness of being on-site. Supervisors are responsible to ensure that their departments maintain appropriate staffing levels, perform critical work, maintain operations, protect personally identifiable information (PII), and remain physically open on campus during regular business hours while ensuring the College's commitment to high levels of service to students, faculty, staff, and the community.

- Position Type - Exempt and non-exempt full-time and part-time regular staff positions are eligible to be considered for remote work arrangements.
- Position Duties - A position's suitability for a remote work arrangement is based on operational needs and the duties and responsibilities of the position as well as the technical limitations of the position. Supervisors will determine which duties and tasks are appropriate for remote work assignments and designate

positions as remote work eligible or ineligible.

- Employee Qualifications - Supervisors are in the best position to understand the demands of the work and the capacity of the staff member to succeed in a remote work arrangement. Supervisors will consider individual factors, including an employee's performance and whether the employee has demonstrated skills and work habits required for successful remote work, in considering whether a remote work arrangement is appropriate. In general, minimum requirements include:
  1. Successful completion of probationary period
  2. Demonstrated ability to work effectively with minimal supervision
  3. Demonstrated ability to establish priorities, effectively manage time, and meet deadlines
  4. Productive and organized work habits
  5. Demonstrated ability to independently problem-solve
  6. Demonstrated ability to effectively and proactively communicate with their supervisor and coworkers
  7. Proven record of adhering to assigned work hours and complying fully with the College's attendance and time recording procedures
  8. Consistent pattern of acceptable levels of work performance, conduct, and behavior as reflected in performance appraisals
  9. Demonstrated ability to work with the College's standardized set of office productivity, collaboration, and remote meeting software

## **Conditions and Terms**

Remote work arrangements are subject to all Jefferson College policies and procedures and applicable local, state, and federal employment laws, including the Fair Labor Standards Act. Conditions and terms of employment will not change for an employee participating in a remote work arrangement. Salary, benefits, vacation, leaves, and other rights and responsibilities will be equal to those of an employee working onsite.

### **1. Work Performance Expectations**

The general expectation for a remote work arrangement is that the employee will effectively accomplish their regular job duties, regardless of work location.

In particular, employees on remote work arrangements are expected to:

- a. Comply with all relevant College practices, policies, and procedures
- b. Maintain high job performance
- c. Communicate work-related challenges and recommended solutions to supervisors in a timely manner
- d. Ensure the remote work arrangement does not have a negative impact on the work of other employees
- e. Maintain appropriate work hours and accessibility to students and College personnel
- f. Attend in-person meetings with management as requested and/or required
- g. Submit periodic written activity/status reports, as required by the supervisor

## **2. Work Schedule**

- a. The employee's work schedule will be established by their supervisor based on departmental and business needs.
- b. The employee will be required to be available via phone, instant message, or video conference at all times during their scheduled remote work hours.
- c. In most instances, the employee's hours will be the same as office hours.

## **3. Attendance**

- a. Any use of leave including sick, vacation, or personal leave must be approved by the supervisor. The employee must obtain prior approval for leave usage, in accordance with established College procedures. All leave must be reported as per policy.
- b. Remote work employees must notify their supervisor if they are not able to work their schedule, just as they would on a non-remote work day. Attendance will be monitored for remote workers the same as for those staff on campus.

## **4. FMLA and ADA**

- a. Employees seeking a remote work arrangement to manage a health or caregiving-related situation for themselves or a family member should contact Human Resources to determine if the situation would be more appropriately considered under the Family and Medical Leave Act (FMLA) or if it should be explored as a reasonable accommodation under the Americans with Disabilities Act (ADA).
- b. Remote work may not be used to avoid placing staff on a leave of absence in which they are entitled to and have requested.

## **5. Secondary Employment**

Remote employees must not have other commitments or secondary employment which would conflict with the work assignment.

## **6. Dependent Care**

- a. A Remote Work Arrangement may not be used as a substitute for childcare, home health care, or similar personal situation to permit concentration on work assignments during agreed upon work hours. It is not appropriate to combine remote working assignments with dependent care. Employees are expected to make appropriate arrangements for the care of any dependents.
- b. When dependent(s) (children or adults) are sick, and the staff member will be responsible for the care of the dependent child or adult at the alternate work location, the staff member must use the appropriate leave time. The supervisor and staff may agree that a leave request is only necessary for a partial day if work is required to be completed.

## **7. On-Campus Obligations**

- a. All employees with Remote Work Assignments must reside in Missouri within commuting distance of Jefferson College, and employees are expected to report to the regular work location when required. No remote work arrangement may be approved for locations where the employee is unable to return to campus on short notice due to College needs. Exceptions due to extenuating circumstances require approval by the President.
- b. Management may require that, with sufficient notification, an employee report to a College office or other location for an event such as department meetings or professional development.
- c. Employees required to report to the office are not eligible for travel expense reimbursement.

## **8. Work Space**

- a. An adequately appointed home office is the preferred alternate work location from where employees may regularly work remotely. Employees may not work remotely from public places unless securely connected to the Jefferson College network such as a remote desktop and/or VPN connection.
- b. Employees must set up an ergonomically correct workstation.
- c. Employees should take reasonable steps to ensure the work environment is safe and free from hazards. If an injury does occur while at the alternate site while working, staff must notify Human Resources and complete a Worker Compensation Incident Report.
- d. Workspace must be secure to protect equipment, allow access to information, and to maintain confidentiality of information.
- e. Workspace must be located in a quiet setting with a professional background.
- f. Employees who work remotely may forfeit any right to an individual private office on College property.

## **9. Virtual Meeting Professionalism Expectations**

- a. Leave camera on and be mindful of the angle
- b. Mute microphone when not speaking
- c. Assure a professional background
- d. Wear appropriate work attire
- e. Minimize noise or distractions
- f. Remain engaged
- g. Visibly comply with College practices

## **10. Equipment/Technology**

- a. The employee must perform work from an appropriate and safe work environment, equipped with the necessary technology and connectivity to perform all assigned work.
- b. The College will not provide compensation for technology access (e.g. Internet or phone stipends) for Remote Work Arrangements.
- c. The employee must secure all College property, including technology, and will be responsible for any property that is damaged, destroyed, or stolen through employee negligence or abuse.
- d. Office supplies will not be shipped to the remote work site.

## **11. Security, Privacy and Technology**

- a. Jefferson College security and privacy policies are applicable to staff whether working on campus or working remotely, which includes securing and protecting data from other occupants of staff's home. Staff must secure all electronic and physical documents, which may include locking physical documents in a drawer. All data must be secured. If staff have print materials at home, arrangements to appropriately destroy, including shredding, need to be made.
- b. Remote work eligible employees are expected to adhere to existing policies regarding computing and security. See Electronic Use Board Policy and Procedure II-001.3 regarding privacy, security, accounts and passwords, and computing privileges for details.
- c. Employees shall not tamper with or modify College-installed software. Only software related to remote work purposes should be installed on the device.
- d. Employees should immediately report out of service, stolen, or lost equipment to the IT Helpdesk.
- e. The College is not liable for personal equipment even if the employee is engaged in College work at the time of the malfunction. The College will not be able to offer technical support or be liable for a malfunction of personally owned equipment.
- f. Remote accessibility and remote asset management software is included on all remote work systems. This software may be used in the following ways, among others:
  - (1) Remote asset management
  - (2) Support for remote users requesting technical support
  - (3) Technical support for software updates, patches, or security fixes
  - (4) Remote data erasure capabilities for devices reported as lost or stolen
  - (5) Device "lockdown" services meant to encapsulate a comprehensive PII loss prevention procedure
- g. Equipment must be adequately supported on a sturdy piece (or pieces) of furniture that can accommodate the equipment such that all equipment is kept off the floor.



- h. The following equipment will be provided for staff for the purposes of remote work:
  - (1) A Jefferson College-issued laptop with built-in webcam and microphone.
  - (2) A laptop carrying case.
  - (3) A wired USB mouse. (Externally connected conference technologies such as USB webcams and microphones, ring lights, or other peripherals will not be provided.)
  - (4) Remote Telephony.
    - (a) Staff are required to utilize the College's remote telephony application in order to conduct College business over the telephone while working remotely.
    - (b) Optionally, staff are permitted to install the phone application on a personal iOS or Android device. Costs associated with wireless and data services utilized by this option are the responsibility of the employee.
- i. PII Accessibility and VPN Connectivity:
  - (1) Sensitive institutional resources that include PII must be accessed via the College's VPN services. These resources include, but are not limited to Banner, FAST, and remote desktop services. (PII is identified as any representation of information that permits the identity to whom the information applies to be reasonably inferred by either direct or indirect means.)
  - (2) VPN connectivity is not required for publicly accessible services such as Canvas, Gmail, and Banner Self-Service.
- j. Equipment Prohibited:
  - (1) With the exception of devices used for the purposes of remote telephony, personal devices such as laptops and desktop computers, including tablets and phones, are prohibited from accessing PII resources.
  - (2) The connection of external media such as hard drives, flash drives, thumb drives, or personal devices such as phones and tablets is prohibited as it relates to the removal of College data from the laptop or from institutional resources. With the exception of approved College systems or procedures, College-owned data should not be copied to a personal device.
- k. The College will not provide the following, unless required by law or approved under extenuating circumstances:
  - (1) Furniture, such as desks, chairs, and file cabinets.
  - (2) Reimbursement for internet or cell phone expenses.
  - (3) Hot spots, air cards, or other mobile remote connectivity devices.
  - (4) Docking stations, scanners, printers, or large format or dual monitors.
- l. Minimum Remote Connection Requirements - An "always-on" broadband download speed of no less than 5MB is required. Dial-up technologies or equivalent services of less than 5MB do not qualify for remote work.

- m. The College will repair and replace damaged College equipment unless it is lost, damaged, or stolen through the employee's negligence or abuse. Employees must inform the Information Technology Department and Jefferson College Police if a computing or storage device is lost or stolen. College IT staff are responsible for managing and supporting authorized software applications under the College's control. College IT staff are responsible for reviewing and revising these security controls and access as necessary (e.g., when employees have been transferred or terminated).
- n. Maintenance of College-owned equipment, including computers, will be performed only by a College-authorized technician. The employee will be responsible for getting the equipment to the College designated repair location. Necessary maintenance and repairs on College-owned equipment will be performed at the College's expense.
- o. If an employee is unable to work effectively at their remote location for any technology-related reason (e.g., Internet connection is down, cellular phone reception is unavailable or weak), the employee shall notify their supervisor and make up the lost time, take time off, or temporarily relocate to another location.
- p. Upon termination of the remote work arrangement or employment, the employee must return all College-issued items to the College.

## **12. Confidentiality/Security**

- a. Sensitive College information may not be removed from College facilities without explicit written authorization by appropriate College management. Such information includes, but is not limited to files, employment, and financial records.
- b. If a security breach has occurred at a remote work site, the employee is required to report such breach immediately to the Information Technology office.

## **13. Privacy**

The employee acknowledges that the College-provided electronic mail, all forms of electronic data communication systems, voice message systems, electronic storage systems, and computer systems utilized for College business are not private and may be monitored, reviewed, or searched by the College.

## **14. Travel and Home Expenses**

- a. Travel and mileage between home and office will not be reimbursed.
- b. The College will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g., utilities) associated with working remotely from the employee's residence. For example, home-related expenses such as construction, renovations, heating/air conditioning, lighting, or electricity are not reimbursable. The College will also not be responsible for the maintenance and/or repair of personally owned equipment utilized for a remote work arrangement.

- c. It will be the employee's responsibility to determine any income tax implications of maintaining a home office area. The College will not provide tax guidance, nor will the College assume any additional tax liabilities on an employee's behalf. Employees are encouraged to consult with a qualified tax professional to discuss these matters in greater depth.

## **15. Workers' Compensation**

Injuries would be covered by workers' compensation to the extent provided by Missouri law. Any time an accident or an injury occurs, whether or not the employee wishes to seek medical care, it must be reported to the Office of Human Resources as soon as Possible.

## **Position Evaluation Process**

Supervisors are required to evaluate a position for remote work readiness before the employee application and approval process for remote work can commence. Supervisors should use the Remote Work Evaluation Form to determine a position's eligibility for remote work. This process will include:

1. Assess the position, not the person(s), occupying the position.
2. Assess each essential function of the position to determine if it can be performed remotely or must be performed exclusively on campus.
3. Consider work location impact on service to internal and external stakeholders.
4. Identify required business hours and peak periods for the department and position.
5. Identify technical and security considerations specific to the position.  
Classify the position as one (or more) of the following with regard to remote work:
  - a. 100% On Campus (All duties and tasks are on campus/not remote work eligible)
  - b. Hybrid (Combination of on campus and off campus work arrangements)
  - c. Ad-Hoc (Remote work can commence with little notice or on an as-needed basis)
  - d. 100% Remote (All duties and tasks can be performed remotely)

## **Employee Application Process**

1. Employees in positions that have been classified as eligible for Hybrid or 100% Remote Work may apply for consideration by completing the Remote Work Request Form and submitting it to their supervisor.
  - a. An employee is not required to complete the remote work application process for ad hoc requests to work remotely on a short-term basis (typically one day or less). Supervisors have the authority to approve or deny requests in these situations. Supervisors should use their best discretion, consistent with applicable College policies, to address short-

term or unexpected needs. Examples of ad hoc requests may include:

- (1) Employee attends off-campus meeting or appointment close to their home and requests to start or finish their day working from home.
- (2) Employee is expecting furniture to be delivered during a 4-hour timeframe and requests to work from home during that time.

Supervisors should contact their supervisor or the Director of HR for additional guidance.

2. The supervisor will discuss the remote work request with the employee to assure a shared understanding of the details of the requested remote work arrangement. Discussion points should include:
  - a. Expectations regarding productivity and availability,
  - b. Work arrangements and guidelines specific to the remote work arrangement,
  - c. Any notes specific to the employee's relationship with the position/team/department/division as it relates to remote work, and
  - d. Additional duties as necessary to perform assigned functions while working remotely.
3. Following the supervisor's discussion with an employee, the supervisor may either deny the request or provide a recommendation to the appropriate administrator for approval.
  - a. If a remote work request is not approved, the supervisor will inform the employee of the reasons for such decision. The employee may appeal the decision and resubmit a request to the appropriate administrator.
  - b. If the remote work request is approved by the supervisor, it will be forwarded to the appropriate administrator then to the Director of Human Resources for final approval.

### **Assessment of Remote Work Arrangement**

An employee approved for a remote work arrangement will enter into a probationary period and will be evaluated after three months. The supervisor will consider the factors set forth in this policy as well as the performance and productivity of the employee during the probationary period and the impact that the arrangement had on the department and other employees. As a result of the evaluation, the supervisor may modify the arrangement and/or extend the probationary period for an additional three months, terminate the arrangement and direct the employee to return to work on campus, or approve continuation of the arrangement. If the arrangement is successful and the employee is removed from probationary status, the remote work arrangement will be evaluated on an annual basis coinciding with the performance evaluation process.

## **Modification or Termination of the Agreement**

1. Jefferson College retains the right to modify or terminate this program at any time at its sole discretion to conform to changes in the policy or procedure or as otherwise necessary to address business needs or to comply with laws, rules, or regulations. If it is terminated, employees working remotely will be asked to return to their jobs within the College office setting. Failure of the employee to return to their campus work location on the expected date will be considered a voluntary resignation and will be treated as such under established College policies and procedures.
2. Regular feedback is vital to all employees and especially important to the success of a remote work arrangement. If problems arise, supervisors should address and resolve them quickly before they escalate to the detriment of the remote work arrangement. If an employee's work performance or behavior is not acceptable, the supervisor shall pursue the progressive disciplinary process.
3. A supervisor may modify an approved Remote Work Arrangement if the supervisor determines that such modification will better meet the current needs of the department and the College. Any modification will be specified in writing. A supervisor may terminate a Remote Work Arrangement if the supervisor determines that the arrangement is no longer consistent with the department's obligations or if the employee is not meeting performance expectations. If a Remote Work Arrangement is terminated, the supervisor shall make every effort to provide the employee with at least 10 business days prior written notice. However, if the Remote Work Arrangement is terminated for poor performance, the arrangement may be terminated immediately.
4. In situations where a remotely assigned employee has a change in their reporting relationship to a new supervisor, the employee must reapply for a remote assignment.
5. Once approved, the employee may not modify the Remote Work Arrangement without the written consent of their supervisor. Employees may seek to end the remote work agreement by notifying the supervisor that they would like to discontinue remote working. Staff are required to provide ten (10) business days' notice. Supervisors may agree to end the agreement sooner if both supervisor and staff agree. Examples of the need for advanced notice include, but are not limited to: the remote work staff member has shared workspace that is used on non-remote work days, and/or the department needs time to locate another workspace for the staff member/s.

*Refer to Board Policy and Procedure V-007*

## **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. This procedure is intended to address conduct that has happened within the workplace as well as associated programs and activities and does not address off-campus conduct not associated with the College's programs and activities.

*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.*

## **Complaints Alleging Discrimination or Harassment Based on Age, Ancestry, Color, Creed, Disability, Genetic Information, Marital Status, National Origin, Race, Religion, or Veteran Status, as well as Discrimination on the Basis of Sex**

### **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, gender identity or expression, 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, gender identity or expression, 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, gender identity or expression, 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.

## 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.*

# **Title IX Sexual Harassment Procedure and Grievance Process**

## **I. Overview of Policy and Procedure and the Values of Jefferson College**

Jefferson College is committed to fostering an inclusive environment where all individuals are respected and empowered to achieve their goals. In pursuit of the mission, vision, and values of the College, as well as to be in compliance with all applicable local, state, and federal laws, this policy and procedure prohibits any form of discrimination on the basis of sex, inclusive of Sexual Harassment. Jefferson College is committed to providing a learning, working, and living environment where all persons are able to thrive personally, academically, and professionally.

The purpose of this policy and procedure is to clearly articulate to the Jefferson College community the expectations for behavioral standards, explain commonly used terms and concepts, provide examples and descriptions of prohibited conduct, and provide detailed information regarding every part of the process used when someone makes a report or files a formal complaint under this policy and procedure. The policy and the procedure within applies to all community members, including students, faculty, staff, contractors, and visitors. Any person who has been affected by any form of Sexual Harassment, Sexual Assault, Stalking, Dating Violence, or Domestic Violence, is strongly encouraged to make a report or speak to the Title IX Coordinator to learn more about options and resources available to them.

## **II. Scope of Policy and Procedure**

Jefferson College does not discriminate on the basis of sex in its educational, extracurricular, athletic, other programs, or in the context of employment. Sex Discrimination and Sexual Harassment are prohibited by Title IX of the Education Amendments of 1972, stating that:

*No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.*

The Office for Civil Rights (OCR) within the United States Department of Education (DOE) has promulgated regulations implementing Title IX. Sex Discrimination and Sexual Harassment are also prohibited under Title VII of the Civil Rights Act of 1964 and other applicable statutes.

Jefferson College's Sexual Harassment Policy prohibits all forms of Sexual Harassment including Sexual Assault, Stalking, Dating Violence, and Domestic Violence against any Jefferson College community members of any sex, gender, gender identity, gender expression, or sexual orientation. Further, Jefferson College recognizes the many intersecting identities that make up each individual's lived experiences, and that harassment related to factors outside of gender, gender identity/expression, or sexual orientation can occur that are related to an individual's race, color, national origin, religion, age, disability, or other statuses. Harassment and discrimination that occurs against a person based on these characteristics violates College policy and community principles, specifically the College's Non-Discrimination policy. Matters that involve allegations of gender-based discrimination and allegations of identity-based discrimination described above will be handled by the College in accordance with the Non-Discrimination Policy.

Jefferson College will respond promptly, equitably, and thoroughly to all reports of Sexual Harassment in order to eliminate the harassment, prevent its recurrence, and address the effects or impacts on any individual(s) involved. This policy provides Jefferson College community members with information to assist those who have been impacted by Sexual Harassment regardless of their status as a Complainant, Respondent, Witness, or other participant/third-party, and provides for equitable procedures for reporting, investigation, and resolution of reports.

All Jefferson College community members are responsible for their actions and conduct, and are required to follow College policies as well as local, state, and federal laws. The Jefferson College Sexual Harassment Policy applies to conduct occurring on Jefferson College owned or controlled properties, at College-sanctioned events, educational programs or activities that take place off campus, including, but not limited to, study away (that occurs within the United States), internship programs, community-engaged learning, and athletics events. For the purposes of this policy, the conduct must fall within the parameters set forth in Section IV of this policy and procedures that define sexual harassment, occur on College owned or controlled

property or within the College's educational program or activity off campus, and be committed against a person in the United States who is participating in or attempting to participate in the College's educational programs or activities. Conduct that occurs outside of these parameters may be addressed by other applicable College policies and procedures, including but not limited to, the Board of Trustees Policies and Procedures, Administrative Policies and Procedures, The Faculty Handbook, The Adjunct Faculty Handbook, Employee Handbooks, Academic program-specific Handbooks, the Student-Athlete Handbook, or Student Conduct policies and procedures. Upon receipt of a report that falls outside the scope of this Policy and Grievance Process, the Title IX Coordinator or their designee may refer the report to the appropriate College official or department to address the report.

### **III. Explanations of Key Terms and Phrases used throughout Policy and Procedures**

- **Complainant:** This term is used to describe the individual who is alleged to be the victim of conduct that could constitute sexual harassment. To initiate a formal complaint under this policy, a Complainant must be someone who is participating in or attempting to participate in the College's educational programs or activities in the United States.
- **Respondent:** This term is used to describe the person who is accused of violating policies of the College, including the Sexual Harassment Policy.
- **Title IX Coordinator:** An employee of the College who has been designated to oversee the processes contained in this policy and to coordinate the College's compliance with Title IX. Deputy Title IX Coordinators are employees of the College who may also receive reports of sexual harassment and will work with the Title IX Coordinator to implement reporting procedures, supportive measures, and the implementation of the grievance process as needed. Any person may report allegations of sex discrimination or sexual harassment to the Title IX Coordinator or a Deputy Title IX Coordinator.
- **Prohibited Conduct:** Conduct that violates the policy and procedures of the College, specifically in this policy referring to any form of sexual harassment as described in Section IV.
- **Making a Report:** Any person can make a report of alleged sex discrimination or sexual harassment to the Title IX Coordinator or Deputy Title IX Coordinators. This includes the Complainant themselves, third parties, witnesses, or parents (as the law permits). Making a report is not the same thing as filing a formal complaint.
- **Filing a Formal Complaint:** A formal complaint is a statement (written or via electronic message) from the Complainant notifying the Title IX Coordinator that they desire that the school will investigate specific allegations of sexual harassment. The only persons who are able to file a formal complaint are the Complainant themselves (who must be an active participant in the College's programs or activities or attempting to be an active participant in the College's programs or activities, including employment) or the Title IX Coordinator under specific circumstances which are described in this Policy.

- **Supportive Measures:** Supportive Measures are non-disciplinary, non-punitive measures put in place to assist any party impacted by sexual harassment in order to restore or preserve their equal access to their educational program, educational activity, or employment. Supportive measures are provided free of cost and may include such things as counseling services, safety escorts, reciprocal No Contact Orders, schedule changes, or living environment changes (where applicable). A full range of Supportive Measures and resources available at the College and in the community are described within this Policy and procedures. Supportive measures can be used by any person involved in a report of Sexual Harassment regardless of whether or not a formal complaint is filed.
- **Investigation:** After a formal complaint is filed, the College will investigate the allegations promptly, thoroughly, and equitably. An investigation gathers all available information about the allegations through meetings and interviews with the Complainant, Respondent, witnesses, and other parties. More information about the investigation is contained in Sections VII and VIII of this Policy and Procedures.
- **Grievance Process:** The procedures used to initiate a formal complaint, investigate the complaint, and resolve the complaint using a live hearing process. The appeals process is considered the last step of the Grievance Process. The outcome becomes final when the Grievance Process has been fully concluded.
- **Advisor:** Any Complainant or Respondent may have one Advisor of their choosing present with them at any meeting or hearing as part of these procedures. Advisors may be a member of the College community, an attorney (hired at the Complainant or Respondent's expense), or any other person that the Complainant or Respondent chooses to support them through these processes. Advisors are expected to conduct cross-examination at the live hearing. Any Complainant or Respondent who does not have an Advisor at the time of the hearing will be assigned an Advisor by the College.
- **Standard of Evidence/Information:** In resolving matters of Sexual Harassment, the standard used to determine responsibility is the preponderance of the evidence standard, meaning "is it more likely than not" that the conduct occurred or that College policies were violated. No person shall be found Responsible or Not Responsible based solely on the role that they have in the process, and Respondents are presumed to be Not Responsible until such time that there is a finding of Responsibility through the Grievance Process described herein.
- **Remedies:** Remedies are measures designed to restore or preserve a Complainant's access to education or employment activities under this Policy when a Respondent has been found Responsible through a Grievance Process.
- **Retaliation:** Retaliation is taking action against a person as a result of their participation in any of the activities described in this policy and procedures including, but not limited to, making a report, filing a formal complaint, participating (or not participating) in an investigation, hearing, or appeals process. Retaliation is prohibited at Jefferson College, and is described more fully in Section IX.

## **IV. Prohibited Conduct and Key Provisions Related to Consent**

**Prohibited Conduct** - Prohibited Conduct under this policy encompasses Sexual Harassment as defined below. These acts can occur between individuals who are known to one another, or have an intimate or sexual relationship, or may involve individuals who are not known to one another. These acts can be committed by person(s) of any sex, gender, or other identity, and it can occur between people of the same or different sex or gender identities.

Jefferson College prohibits the following types of conduct under this policy:

1. **Sexual Harassment:** Sexual Harassment is any conduct on the basis of sex that satisfies one or more of the following:
  - a. An employee of the College conditioning the provision of an aid, benefit, or service of the College on an individual's participation in unwelcome sexual conduct;
  - b. Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the school's education program or activity; or
  - c. Sexual Assault, Dating Violence, Domestic Violence, or Stalking as defined in the Clery Act amended by the Violence Against Women Act (VAWA).
    - i. Sexual Assault: Sexual Assault is any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent. Sexual Assault includes, but is not limited to, the following acts when they occur without consent of the victim:
      - Any penetration, however slight, of the genitals or anus of one person with the genitals of another person.
      - Any act involving the genitals of one person and the hand, mouth, tongue, or anus of another person,
      - Any sexual act involving penetration, however slight, of the genitals or anus of one person by a finger, instrument, or object,
      - Touching of another person's genitals or breasts under or over the clothing,
      - Touching of one person with the genitals of another person under or over the clothing.

Sexual Assault is also an offense that meets the definition of fondling, incest, or statutory rape as used in the FBI's Uniform Crime Reporting system.

- (a) **Fondling:** The touching of the private body parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is unable of giving consent because of their age or because of their temporary or permanent mental capacity.
- (b) **Incest:** Sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.
- (c) **Statutory Rape:** Sexual intercourse with a person who is under the statutory age of consent.

- ii. Dating Violence: Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim (Complainant). The existence of such a relationship shall be based on consideration of the following factors that include the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. Dating Violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse. Dating Violence does not include acts covered under the definition of Domestic Violence.
- iii. Domestic Violence: A felony or misdemeanor crime of violence committed by a current or former spouse or intimate partner of the victim (Complainant); by a person with whom the victim shares a child in common; by a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner; by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred; or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.
- iv. Stalking: Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for their safety or the safety of others or suffer substantial emotional distress. Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about, a person, or interferes with a person's property. Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily require medical or other professional treatment or counseling. Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.

The State of Missouri's Revised Statutes provide information on state laws pertaining to the offenses listed in the above section. More information on the State of Missouri Statutes as it pertains to sexual offenses (including sexual assault, rape, and statutory rape) can be found in RSMO.566. More information on the State of Missouri Statutes as it pertains to Incest can be found in RSMO.568; information on Domestic Violence can be found in RSMO.565; and Stalking can be found in RSMO.565. All Revised Statutes for the State of Missouri can be accessed online at: <http://revisor.mo.gov/main/Home.aspx>.

**Consent, Force, Coercion, and Incapacitation** - As noted in the above definitions of Prohibited Conduct, occurrences of Sexual Harassment involve acts that occur without consent. This section will further define and clarify consent, force, coercion, and incapacitation as it relates to Prohibited Conduct under this policy.

**Effective Consent** - Consent is an active, conscious, voluntary, and freely-given decision by each participant to engage in mutually agreed-upon sexual activity. Consent must exist from the start to the finish of each form of sexual contact. Consent consists of mutually understandable words and/or actions that indicate a willingness to engage freely in sexual activity. Consent can never be effectively gained by force, threats, coercion, or by taking advantage of the incapacitated state of another individual. A lack of physical resistance or a lack of verbal refusal does not indicate that the person is providing consent. Consent may not be assumed or inferred based upon silence, passivity, lack of resistance, or lack of active response.

Any party may withdraw their consent for the sexual activity at any time during the sexual activity. Withdrawal of consent may be demonstrated in a variety of ways through words or actions that indicate a desire to end the sexual activity. Once consent is withdrawn, sexual activity must cease immediately. Recognizing the dynamic nature of sexual activity, individuals choosing to engage in sexual activity must evaluate consent in an ongoing manner and communicate clearly throughout the states of sexual activity. Consent to one form of sexual contact does not constitute consent to all forms of sexual contact. Consent to sexual activity with one person does not constitute consent to activity with any other person. Each participant in a sexual encounter must consent to each form of sexual contact with each participant. Additionally, individuals with a previous or current intimate relationship to each other do not automatically give initial or continual consent to sexual activity. The mere fact that there has been prior intimacy or sexual activity does not, by itself, imply consent to future acts.

There are times when a person may give consent but the consent may not be considered effective. An individual who is under force, threat of force, coerced, or incapacitated is considered unable to provide effective consent. These situations are outlined in the next sections.

**Force and Coercion** - Force is the use or threat of physical violence, intimidation, or coercion in order to overcome another individual's freedom to choose whether or not to participate in sexual activity. For the use of force to be demonstrated, there is no requirement that an individual resist the sexual advance or request, however, resistance will be viewed as a clear demonstration of non-consent.

Coercion is the use of unreasonable pressure that compels another individual to initiate or continue sexual activity against their will. Coercion can include a range of behaviors, including physical/emotional force, intimidation, manipulation, implied threats, misuse of authority, or blackmail which places a person in fear



of immediate harm or physical injury that causes them to engage in undesired sexual activity. Continuing to pressure an individual who has made it clear that they do not want to engage in sexual activity or go beyond a certain point of sexual interaction may be considered coercive. When evaluating coercive behavior, factors such as the frequency, duration, location (in regard to potential isolation of the recipient of the unwanted sexual contact), and intensity of coercive behaviors will be considered.

**Incapacitation** - Incapacitation is a state where an individual is unable to make an informed decision to engage in sexual activity because they lack conscious knowledge of the nature of the act (an ability to understand the who, what, when, where, why, or how of the sexual interaction). An individual who is incapacitated is unable to provide effective consent. An individual who knows or who should have reasonably known under the circumstances that the individual(s) they are attempting to or have engaged in sexual activity with violates this policy if the behavior falls within the elements found in the Prohibited Conduct section of this policy. Behavior that may occur outside of the elements of Prohibited Conduct may be addressed by other College policies and procedures.

Incapacitation is defined as the inability, temporarily or permanently, to give consent because the individual is mentally and/or physically unable to make informed, reasonable judgments. An individual is incapacitated, and therefore unable to provide effective consent, if they are asleep, unconscious, or otherwise unaware that sexual activity is occurring.

Incapacitation may result from the use of alcohol and/or drugs. Incapacitation is a state beyond drunkenness or intoxication. Consumption of alcohol or other drugs alone is insufficient to establish incapacitation. The impact of alcohol and drugs varies from person to person, however, warning signs that a person may be approaching incapacitation include slurred speech, vomiting, diminished coordination, erratic behavior, combativeness, loss of consciousness, or emotional volatility. Evaluating incapacitation requires an assessment of how the consumption of alcohol and/or drugs affects an individual's decision-making ability, awareness of consequences, ability to make informed judgments, and/or capacity to appreciate the nature of the act(s).

Evaluating incapacitation also requires an assessment of whether a person should have been aware of the other individual's (or individuals') incapacitation based on objectively and reasonable apparent indications of impairment when viewed from the perspective of a reasonable sober person. If there is any doubt as to the level or extent of the other individual's intoxication or impairment, the safest course of action is to forgo or cease any sexual contact or activity. Use of alcohol or drugs is never an excuse for a person to commit Sexual Harassment (inclusive of all forms of sexual assault, dating violence, domestic violence, and stalking under this policy) and does not diminish a person's responsibility to obtain informed, freely-given, and effective consent.

## **V. Reporting Prohibited Conduct**

Jefferson College strongly encourages the prompt reporting of any incident of sexual or gender-based discrimination or harassment to the College. Because behavior that violates this policy may also be a violation of law, any individual who has been subjected to sexual assault or harassment is also encouraged to consider criminal or civil legal options. An individual may also file a complaint with the U.S. Department of Education's Office for Civil Rights, the Equal Employment Opportunity Commission and/or the Missouri Human Rights Commission.

Upon receipt of information alleging a violation of this Policy, the Jefferson College Title IX Coordinator (or Deputy Title IX Coordinator) will respond promptly to the Complainant to present options for filing a formal complaint, to discuss the availability of and implementation of supportive measures designed to preserve educational and/or program access (including safety options and options for reporting to law enforcement), as well as to discuss the investigation and grievance process. The Title IX Coordinator will take the victim/Complainant's wishes into account when presenting information and evaluating whether or not to file a formal complaint against the responding party (Respondent).

Jefferson College is committed to providing an educational, working, and living environment free of any form of sex discrimination and harassment. The College is unable to take actions to address sex discrimination and harassment if the actions are not reported to the appropriate parties. Therefore, all employees of the College, unless specifically designated as a Confidential Reporting Source for Title IX, are required to report matters that fall under this Policy to the Title IX Coordinator or to a Deputy Title IX Coordinator.

Jefferson College's Confidential Reporting Source is any licensed mental health therapist contracted to provide counseling services for the student body. Additionally, although not confidential to the extent of a counselor, the On-Campus Victim Advocate is another resource a student may speak to about what options and resources are available to them. The On-Campus Victim Advocate is exempt from reporting to the Title IX Coordinator; however, they may report non-identifying information to the Clery Officer for crime statistic purposes. Both individuals are located on the second floor of the Student Center. Students can make an appointment with the licensed mental health therapist by calling 636-481-3215 and with the victim advocate by calling 636-481-3267. Students and employees may also contact a medical provider(s) at the Mercy Health virtual clinic by calling 636-543-2290. All other Jefferson College employees are instructed to report matters of sex or gender-based discrimination, harassment, and/or assault to the Title IX Coordinator as soon as they become aware of an incident.

Any person who is aware of or who has experienced any form of Sexual Harassment may make a report at any time, within or outside College business hours, to the Title IX Coordinator. Reports may be made by the person who experienced the

unwanted contact but may be made by any person including third parties, students, staff, faculty, parents, or community members. These reports may be made in person, verbally, by phone, in writing through mail or electronic mail, through the College's Maxient reporting portal (found in MyJeffco or at [Jeffco.edu/titleix](http://Jeffco.edu/titleix)), or any other manner that delivers the information to the Title IX Coordinator at any time.

Jefferson College's Title IX Coordinator and Deputy Title IX Coordinators are listed below:

### **Title IX Coordinator**

Dr. Kimberly Harvey-Manus

Vice President of Student Services

Physical mailing address: 1000 Viking Drive, Student Center, Hillsboro, MO 63050

Office location: Student Center, 2nd floor, Room 205

Phone/Email: 636-481-3200/[kh Harvey@jeffco.edu](mailto:kh Harvey@jeffco.edu)

### **Deputy Title IX Coordinators**

Ms. Tasha Welsh

Director of Human Resources

Office location: Administration Building

Phone/Email: 636-481-3157/[twelsh@jeffco.edu](mailto:twelsh@jeffco.edu)

Ms. Kristine Bogue

Director of Student Compliance

Office location: Student Center, 2nd floor, Room 209

Phone/Email: 636-481-3258/[kbogue1@jeffco.edu](mailto:kbogue1@jeffco.edu)

Dr. Michael Booker

Associate Dean, Humanities

Office Location: ASI, Room 110

Phone/Email: 636-481-3312/[mbooker@jeffco.edu](mailto:mbooker@jeffco.edu)

## **Privacy and Confidentiality in Reporting Prohibited Conduct**

Jefferson College will keep confidential the identity of any individual who has made a report or complaint of sex discrimination, including any individuals who have made a report or filed a formal complaint of Sexual Harassment, any Complainant, any individual who has been reported to be the perpetrator of sex discrimination, any Respondent, and any witness, except as may be permitted by:

- the FERPA (Family Educational Rights and Privacy Act) statute or FERPA regulations;
- requirements of law; or
- to carry out the purposes of the regulations of Title IX, including the investigation, hearing, or judicial proceeding arising as a result of allegations of sex discrimination or Sexual Harassment.

- In cases where a formal complaint has been filed, disclosures of identities are necessary in order to provide the proper notice as required under federal regulations. However, in all cases the disclosure of personally identifiable information will be conducted with the utmost attention to the privacy of the individuals involved.

## **The Intersection of Title IX and The Clery Act**

In order to comply with the federal law known as the Clery Act, the College is required to collect and report specific statistical information related to incidents of sexual assault, domestic violence, dating violence, and stalking that take place on College-owned or controlled properties or at College-sponsored programs or events. This information is provided to the College's Clery Compliance Coordinator for assessment for inclusion in daily crime statistics, timely warning reports, and for potential inclusion in the College's Annual Safety and Security Report.

Jefferson College's Clery Compliance Coordinator is Officer Darrel Hulvey at the Campus Police Department. The information contained in Clery reports tracks the number of Clery-reportable offenses and does not include the names or identifying information about the person(s) involved in the report. The College may share non-identifying information about reports received in aggregate form.

- **Timely Warnings:** If a report of Sexual Harassment discloses a serious, immediate, or continuing threat to the Jefferson College community, the College may issue a campus-wide timely warning notification (which may be in the form of a text message, email message, or other electronic communication to the campus community members) to protect the health or safety of the community and to heighten safety awareness. The timely warning will not include any identifying information about the Complainant. The College reserves the right to send campus-wide notifications on a report of Sexual Harassment in compliance with timely warning regulations.

The Grievance Process at Jefferson College is conducted in compliance with the requirements of FERPA, Title IX, the Clery Act, the Violence Against Women Act, state law, federal law, and College policy. No information shall be released from these proceedings except as required or permitted by law and College policy.

**Emergency Removals** - Where a report of Sexual Harassment (inclusive of sexual assault, domestic violence, dating violence, or stalking as defined in this policy) poses a substantial and immediate threat of harm to the physical health or safety of an individual or members of the College community, the College may place a student, employee, or student organization on an Emergency Removal. If an Emergency Removal is imposed, the individual(s) or organization may be denied access to any or all campus properties, campus facilities, and/or all other College activities or privileges for which the individual(s) or organization might otherwise be eligible. Where possible and academically feasible, the College will assist the Respondent in making alternative arrangements to continue and/or complete

coursework. Specific guidelines for the restrictions will be communicated to the Respondent in writing when they are notified of the Emergency Removal. When an Emergency Removal is imposed, the College will make reasonable efforts to complete the investigation and full grievance process within an expedited time frame, barring any other circumstances that may lengthen any part of the grievance process.

The following steps will be taken with regard to Emergency Removals for Respondents under this Policy:

1. Prior to an Emergency Removal taking place, the College will undertake an individualized safety and risk analysis to determine whether or not there is an immediate threat to the physical health or safety of any student, employee, or other individual arising from the allegations of Sexual Harassment that justifies a removal.
2. The individualized safety and risk analysis may be performed by the Jefferson College Care Team, a licensed mental health counselor, or other third-party designated by the College with experience to conduct such assessments.
3. Should the Emergency Removal or Administrative Leave be implemented following an individualized safety and risk analysis, the Respondent(s) shall be provided with Notice of the Emergency Removal Order/Administrative Leave Order and an opportunity to challenge the decision following the removal.
4. The opportunity to present a challenge to the removal shall be completed as soon as possible in light of the circumstances.
5. For student Respondents, the challenge to an Emergency Leave Removal will be heard by the President or their designee.
6. For employee Respondents, the challenge to an Emergency Leave Removal will be heard by the Director of Human Resources, the Vice President of Instruction, or their designee.
7. The challenge or appeal of the Emergency Removal process shall be the same for students, staff, and faculty. A Respondent may respond to the Removal by presenting information, evidence, written information, and/or facts that support their challenge. The challenge will be heard face to face (meaning it may be done remotely provided the participants are able to see and/or hear each other in real time). The Respondent will have an opportunity to present their information and answer questions from the person who is hearing their challenge.
8. The person who is hearing the Respondent's challenge will then consider the information that has been provided to them in making their decision. The decision-maker has the discretion to speak to other parties who were involved in the Emergency Removal in making their decision. The decision-maker will provide a decision to the Respondent, in writing, as soon as possible within the existing circumstances. This decision is final.

## VI. Supportive Measures

Supportive Measures are non-disciplinary, non-punitive measures put in place to assist any party impacted by Sexual Harassment in order to restore or preserve their equal access to their educational program, educational activity, or employment. Supportive measures are provided free of cost and may include such things as counseling services, safety escorts, reciprocal No Contact Orders, schedule changes, or living environment changes (where applicable). A full range of supportive measures and resources at the College and in the community are described within this Policy and procedures. Supportive measures can be used by any person involved in a report of Sexual Harassment regardless of whether or not a formal complaint is filed. Supportive Measures can remain in place regardless of the outcome of a Grievance Process and are available to students and employees throughout their time at the College. Students or employees who have questions about supportive measures that are available to them in the aftermath of sexual assault, domestic violence, dating violence, stalking, or any form of Sexual Harassment are strongly encouraged to contact the Title IX Coordinator to discuss their options.

### JEFFERSON COLLEGE SUPPORTIVE MEASURES

- COMTREA on campus mental health services for students: Contact 636-481-3215 to schedule an appointment and/or email [counseling@jeffco.edu](mailto:counseling@jeffco.edu).
- On-Campus Victim Advocate for students: Contact 636-481-3267 to schedule an appointment and/or email [alowery3@jeffco.edu](mailto:alowery3@jeffco.edu).
- Central Methodist University Clinical Counseling Services for students (virtual appointments): Email [cccjeffco@centralmethodist.edu](mailto:cccjeffco@centralmethodist.edu) to schedule an appointment.
- Personal Assistance Services for full-time employees: <https://www.jeffco.edu/employee-resources/pas-employee-assistance-program>
- Jefferson College Police Department: Safety escorts may be provided as well as support for overall safety concerns. Contact 636-481-3500 or 911 in an emergency.
- Academic Success Center: Located on the first floor of the Technology Center on the Hillsboro campus, staff in the ASC can assist students with tutoring, test preparation, and writing skills. ASC also has resources at the Arnold/Imperial locations, and via online services.
- Student Financial Services: Located on the first floor of the Student Center, Student Financial Services staff can assist a student with questions or concerns related to their financial aid packages.
- Disability Support Services: Located on the first floor of the Technology Center, staff in DSS can assist students who may wish to learn more about disability accommodations on campus.
- Residential Life accommodations (when applicable): This may include a room or apartment change, space permitting.
- Reciprocal No Contact Orders: Either party may request a No Contact Order at any point in the process or in the absence of a formal complaint. No Contact Orders are reciprocal, non-punitive administrative orders from the school

designed to preserve all parties' access to educational and employment opportunities.

- Change of Class Schedule or other academic arrangements: Either party may request or be assigned a class schedule change as available. Other academic accommodations may be implemented in conjunction with the Title IX Coordinator and Instructional staff/faculty.
- Change of Working environment: In conjunction with Human Resources and the Title IX Coordinator, employees (including student workers) may receive supportive measures within the working environment in order to maximize safety and minimize disruption.

## COMMUNITY RESOURCES

The Title IX Coordinator may refer a person to any of these community resources in order to provide additional support as needed.

- Behavioral Health Response Hotline: BHR provides confidential telephone counseling to people in mental health crises as well as mobile outreach services, community referral services and critical incident stress management (CISM). BHR's crisis hotline and mobile outreach services are provided free of charge to the public by paid professional staff who have master's degrees in their respective behavioral science disciplines. 1-800-811-4760 <http://bhrstl.org/>
- The Trevor Project: National organization providing crisis intervention, resources and suicide prevention services to LGBTQ young people ages 13-24. 866-488-7386 (24/7) [www.thetrevorproject.org](http://www.thetrevorproject.org)
- Trans Lifeline Hotline: 877-565-8860 A grassroots hotline and micro grants non-profit organization offering direct emotional and financial support to trans people in crisis - for the trans community, by the trans community.
- Domestic Violence Shelter and support in Jefferson County: A Safe Place, COMTREA 636-232-2301, <https://www.comtrea.org/services/community-services/domestic-violence>
- Sexual Assault and Interpersonal Violence Supportive Services: Safe Connections Hotline at 314-531-2003, <https://safeconnections.org/>
- Child Abuse Hotline online reporting and other resource options for victims and families related to child abuse: [dss.mo.gov/cd/keeping-kids-safe/can.htm](https://dss.mo.gov/cd/keeping-kids-safe/can.htm)
- Jefferson County Health Department at 636-797-3737, <http://www.jeffcohealth.org/> To obtain a forensic sexual assault examination (often referred to as a "rape kit") go to the emergency room of local hospitals such as Mercy South, Mercy Jefferson, Missouri Baptist, BJC, or Saint Louis University Hospital.
- Legal Services of Eastern Missouri: LSEM provides high-quality civil legal assistance for low-income people. Legal services are most frequently provided in areas relating to domestic violence and other family law issues, children, education, health, housing and homelessness, public benefits, elder law, immigration, and consumer matters. 314-534-4200, 1-800-444-0514; 4232 Forest Park Avenue St. Louis, MO 63108.

- Obtaining Orders of Protection in Jefferson County: Any victim of stalking or an adult abused by a present or former spouse, adult family or household member, or adult who is or has been in a continuing social, romantic or intimate relationship, or a person with whom the victim has a child may file for an ex parte order of protection. No filing fee, court costs or bond is required to file, nor do you need a lawyer to file. The petition must be filed in the county where the Petitioner resides, where the alleged abuse occurred or where the Respondent may be served. Jefferson County Courthouse, 300 Main Street Hillsboro, MO 63050; 636-797-5443.
- Jefferson County Sheriff's Office: The Sheriff's Office will apprehend criminals and investigate crimes in Jefferson County. The Sheriff's Office has also designated a Victim Services Coordinator, who can be reached at 636-797-5017 or [pshort@jeffcomo.org](mailto:pshort@jeffcomo.org). The Sheriff's Office is located at 400 First Street, Hillsboro, MO 63050. 636-797-5000.
- For questions or concerns related to Immigration: United States Citizenship and Immigration Services Department offers assistance for those seeking citizenship, green cards, and authorization to work in the United States. [www.uscis.gov](http://www.uscis.gov)
- Any person desiring more information on College or community resources in the aftermath of any form of sexual assault or sexual harassment is strongly encouraged to contact the Title IX Coordinator at 636.481.3258 and/or make a report to local law enforcement.

## **VII. Filing a Formal Complaint and Initiating the Grievance Process**

- a. Filing a Formal Complaint - Any person may make a report of behavior that they believe to fall under this Policy and Procedures. This includes any student, faculty member, staff member, parents or legal guardians of a student, or a third-party not directly affiliated with the College. Upon receiving a report, the Title IX Coordinator will communicate with the Complainant to discuss all options, resources, and supportive measures available to them (supportive measures are available regardless of whether or not a formal complaint is filed) as the person who is reported to have experienced the Sexual Harassment. The Complainant's wishes with regard to filing a formal complaint will be taken into account, and the Title IX Coordinator will work with College resources to implement supportive measures as requested or needed.

In cases where the identity of the Complainant is either not known or has not been disclosed, the Title IX Coordinator or their designee will make reasonable efforts to ascertain the identity of the Complainant. The College is unable to act on a formal complaint for anonymous parties or in the absence of the knowledge of the identity of the Complainant. A formal complaint may be filed in one of two ways:

1. The Complainant can choose to initiate the formal complaint and grievance process by, in writing or via electronic message, indicating to the Title IX Coordinator their desire to have the College investigate their



report. The complaint must be signed (either physically or digitally, or in some other way that makes it clear that the Complainant is the person filing the complaint) and sent to the Title IX Coordinator. The Complainant must be the person who experienced the Sexual Harassment and who is participating in or attempting to participate in the College's education activity or programs. A person who is not affiliated with the College is unable to initiate a formal complaint under these procedures.

2. Where a Complainant may decline to file a formal complaint, the Title IX Coordinator will assess the known circumstances of the situation and determine whether or not a formal complaint will be filed by the Title IX Coordinator themselves. In this situation, the Title IX Coordinator will contact the Complainant to discuss supportive measures, the filing of a formal complaint, and the grievance process. The Title IX Coordinator will take the Complainant's wishes into account as well as the need for campus safety when evaluating whether or not to file a complaint. In the event that the Title IX Coordinator initiates the formal complaint and grievance process, the Title IX Coordinator does not become the Complainant but is still responsible for the coordination of an equitable and thorough grievance process.

Jefferson College seeks to remove barriers to individuals reporting Sexual Harassment. An individual who reports or who is involved in a report of Sexual Harassment will not be subject to disciplinary action for their own personal consumption of alcohol or drugs at or near the time of the incident, provided that such violations did not and do not place the physical health or safety of another person at risk. Jefferson College may initiate an educational discussion or pursue other educational or therapeutic methods regarding alcohol or other drugs for those individuals.

Except in the cases outlined in the next two subsections, if a formal complaint is filed, the College will investigate and resolve the allegations of Sexual Harassment through the grievance process described within this policy and procedures.

Jefferson College reserves the right to consolidate formal complaints of allegations of Sexual Harassment against more than one Respondent, or by more than one Complainant against one or more Respondents, or by one party against the other party, where the allegations of Sexual Harassment arise out of the same facts or circumstances.

- b. **Mandatory Dismissal of Formal Complaints** - Jefferson College will investigate allegations in a formal complaint, unless the College is prohibited from doing so by Title IX regulations or other laws. The school is obligated to dismiss a formal complaint (in part or in whole) in these circumstances:
1. If the reported conduct in a formal complaint would not constitute Sexual Harassment as defined in this policy and procedures even if proved.
  2. The formal complaint is signed by someone who does not meet the definition of a Complainant or who is not the Title IX Coordinator in cases where the Title IX Coordinator initiates the formal complaint.
  3. The formal complaint is filed against someone who is not a part of Jefferson College's education program or activity (i.e. the Respondent was not affiliated with the College).
  4. If the reported conduct in a formal complaint did not occur within Jefferson College's education program or activity, or did not occur against a person in the United States, then the school must dismiss the formal complaint with regard to that conduct for the purposes of this policy.
  5. In cases of mandatory or discretionary dismissals of formal complaints (whether in whole or part), Jefferson College reserves the right to address the conduct under other applicable policies and procedures, including but not limited to Board of Trustee Policies and Procedures, Human Resources procedures, and Student Conduct procedures.
  6. Upon receipt of a formal complaint, the Title IX Coordinator will review the allegations set forth and determine whether the complaint may proceed. After an initial review of the formal complaint, the Title IX Coordinator will continue to monitor the investigation and evaluate the formal complaint to determine if the above criteria for dismissal apply.
- c. **Discretionary Dismissal of Formal Complaints** - Jefferson College may dismiss a formal complaint, or the allegations contained within a formal complaint under these three circumstances:
1. A formal complaint may be dismissed if, at any time during the investigation or hearing, a Complainant notifies the Title IX Coordinator in writing that they would like to withdraw the formal complaint or any allegations within the complaint.
  2. A formal complaint may be dismissed if the Respondent (student or employee) is no longer enrolled or employed by the school.
  3. A formal complaint may be dismissed if specific circumstances prevent the school from gathering information sufficient to reach a determination as to the formal complaint or the allegations contained within the formal complaint.
- d. **Notification of Complaint Dismissal** - In any case where a formal complaint is dismissed, whether it be due to mandatory or discretionary reasons, the Title IX Coordinator will notify the party (or parties) in writing (via electronic

communication) as to the dismissal and the reason(s)/rationale for the dismissal. In cases of mandatory or discretionary dismissal, both parties will have an equal opportunity to submit an appeal of that decision (whole or in part). The next section provides information on the process for appealing the decision to dismiss all or part of a formal complaint.

- e. **Appealing the Decision to Dismiss all or part of Formal Complaint** - Either party may submit an appeal of the decision to dismiss all or part of a formal complaint, in writing, on any of the following bases, within five (5) College business days of the issuance of the Notification of Formal Complaint Dismissal:
1. **Procedural Irregularity:** There was a procedural irregularity that affected the decision to dismiss the formal complaint.
  2. **New Information/Evidence:** There is new information that was not reasonably available at the time the determination regarding dismissal was made, and the information is such that it could affect the outcome of the matter.
  3. **Conflict of Interest or Bias on the part of persons involved in the process:** The Title IX Coordinator, Investigator(s), and/or other Decision-Maker(s) had a conflict of interest or bias for or against Complainants or Respondents generally or the individual Complainant or Respondent and it affected the outcome of the matter.

Once an appeal is filed by either party, the Title IX Coordinator will notify the other party in writing that an appeal has been filed and implement appeal procedures equally for both parties. Appeal procedures are as follows:

1. Appeals are to be submitted in writing to the Title IX Coordinator by the deadline specified in Notification of a Dismissal of Formal Complaint, which will be set at five (5) College business days from the date of issuance of the notification.
2. Either party may submit an appeal on the bases listed above. More than one appeal base may be used in an appeal.
3. The Title IX Coordinator will notify the other party of the presence of an appeal, if applicable.
4. The party or parties will have an equal opportunity to submit, in writing, a statement of support of the outcome or a challenge of the decision.
5. The Title IX Coordinator will ensure that the person(s) hearing the appeal were not involved in the Complaint Dismissal decision. Persons who hear an appeal under this policy may be persons within the College community or third parties external to the College community, selected by the Title IX Coordinator or their designee. In all cases, person(s) hearing an appeal will have the required training to implement fair and effective appeal processes.
6. The person(s) assigned to hear the appeal (the “appeal body”) may review the information and statements submitted by the parties, as well as be provided access to discuss the information with the parties at their discretion.

7. The appeal body will issue a written decision describing the result of the appeal and the rationale for the result of the appeal generally within ten (10) College business days of the receipt of the appeal(s). If the appeal process requires additional time to render a written result and rationale, the Title IX Coordinator will notify both parties of any delay or extension of time within this process.
8. The appeal body's written outcome letter will be delivered to both parties via electronic message simultaneously.
9. The decision of the appeal body is final.

## **VIII. Grievance Process**

Once the procedures outlined in Section VII above have been implemented in order to file a formal complaint, the Grievance Process has been initiated and the following actions will take place.

- a. Notification of Formal Complaint and Investigation - The Title IX Coordinator or their designee will select a trained Investigator (or Investigators) from within or external to the Jefferson College community. The Title IX Coordinator or designee will assess any Investigator(s) chosen to make sure that they are free of bias or conflict of interest.

The Investigator will review the formal complaint and provide a Notice of Formal Complaint and Investigation to both the Complainant and Respondent. This Notice will contain, but is not limited to, the following elements:

1. Information about the grievance process;
2. Notice of the allegations of Sexual Harassment that potentially align with the definition(s) found in this Policy and Procedures;
3. Sufficient details, including the identities of the parties involved in the incident (if known), the conduct reportedly constituting Sexual Harassment, and the date and location of the reported incident (if known);
4. A statement that the Respondent is presumed not responsible for the reported conduct and that a determination regarding responsibility is made at the conclusion of the grievance process;
5. Information regarding the rights of both parties to have any one (1) Advisor of their choosing, who may be but is not required to be an attorney (at their own expense), present with them at any meeting, hearing, or other proceeding under this policy and procedures;
6. Information regarding both parties' (and their Advisor's) rights to review and inspect information gathered during the investigation as well as prior to any hearing; and
7. Notice that if, during the course of the investigation, the Investigator(s) choose to investigate allegations about the Complainant or the Respondent that were not included in the initial Notice, that they will provide notice of the additional allegations to the parties whose identities are known.

- b. Investigation Procedures - The investigation is designed to provide a fair, thorough, and impartial gathering of facts. All individuals participating in an investigation will be treated with respect. The College will seek to complete an investigation within sixty (60) College business days of providing Notice of the Investigation, but this time frame may be extended depending on the individual circumstances of each report.

At the request of local law enforcement, the College may agree to defer for a short time its fact gathering until after the initial stages of a criminal investigation. The College will promptly resume its fact gathering as soon as it is informed that local law enforcement has completed its initial investigation.

At all times the burden of proof and gathering evidence or information sufficient to reach a determination of responsibility (based on the preponderance of the evidence standard) is upon the College and not on the parties themselves. However, parties shall have equal opportunity to provide information in the form of participating in investigative interviews and meetings, providing written or electronic statements, and providing other evidence and documents such as texts, videos, social media postings, or other materials. Both parties will be given opportunity to recommend witnesses, including expert witnesses (services provided by expert witnesses requested by the parties shall be paid for by the parties themselves), to the Investigator(s).

The College will not, in gathering facts during an investigation, seek to access or disclose any party's records that are made or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting in their professional or paraprofessional capacity to provide treatment or legally privileged counsel to that party. A participant who wishes to have their own records provided for the purposes of an investigation may choose to do so at their own discretion and by providing a voluntary, written consent to do so. Parties who choose to waive any privilege of confidentiality afforded to them do so with the knowledge that the other party (or parties) involved in the grievance process will be provided with access to inspect, review, and respond to that information during the course of the grievance process.

Neither the Complainant nor the Respondent shall be placed under any restriction that prohibits their ability to discuss the allegations under investigation or to gather and present relevant information or evidence to the Investigator. All parties involved in any part of the grievance process are expected to provide truthful information. Any person found to have provided knowingly false information in bad faith may be subject to disciplinary processes under student or employee procedures at the College.

During the Investigation, the Investigator will seek to complete meetings, interviews, or other methods of communication with the Complainant, the

Respondent, witnesses provided by either the Complainant/Respondent, as well as any witnesses that the Investigator identifies. Witnesses must be persons who may have observed the acts in question, may have relevant information to share, or who offer information related to a party's individual character. The Investigator will gather all information, including supplemental information, which may take the form of electronic communication records, text messages, written statements, photographs, videos, social media postings, or other information pertaining to the allegations. All participants that the Investigator seeks to gather information from will be notified of any investigative meetings or interviews in writing with the proposed date, time, location, participants, and purpose of the meeting identified. Every participant shall be given sufficient time to prepare for any investigative meeting or interview.

The Complainant and Respondent shall have equal rights to have any one (1) Advisor of their choosing present with them at any meeting for the investigation or hearing. An Advisor may be, but is not required to be, an attorney. Any attorney hired by a party to serve as their Advisor shall be done so at the individual party's expense. A Complainant or Respondent who does not have an Advisor may request that the Title IX Coordinator assign an Advisor to them. The Advisor may be a trained employee of Jefferson College or a third-party that the Title IX Coordinator designates. During an investigative meeting or interview, the party may consult with their Advisor as needed, however, the Advisor is not permitted to speak on behalf of the party. Information provided during investigations shall be provided by the Complainant or Respondent themselves and will apply equally to both parties.

The Investigator (or Title IX Coordinator, as applicable) will provide regular updates to both the Complainant and Respondent on the status of the investigation throughout all stages of the investigation and notify each party as to any delays or issues that may lengthen the investigation timeline.

- c. Investigation Procedures Continued: Right to Review and Respond to the Investigative Report - Prior to the finalization of the investigative report, the Investigator will compile all information that has been gathered and is directly related to the allegations. The Investigator will compile this information into a written report format, including any supplemental information, and notify both parties and their respective advisor simultaneously through electronic communication (through the use of the Jefferson College email system) of the availability of this information for their review and response.

The Investigator will provide the parties with an electronic copy of the report and associated materials accessible through the Jefferson College Google Drive system. Each party's Advisor will also receive the materials through the Google Drive system. These materials will be available to the parties and each party's advisor for their review and response within ten (10) College business days.

During or by the conclusion of the initial review period, either party may submit written responses to any of the information contained in the report materials. Parties may also submit additional information they wish to have included at this stage.

- d. Conclusion of Investigative Process - At the conclusion of the review period the Investigator will compile, add, and review information submitted by the parties. Should the Investigator identify additional interviews or information gathering that may need to take place, they have the discretion to do so at this stage. This may extend the approximate investigation timeline. The Investigator will provide written updates to the parties informing them of any reasons that the investigation timeline will be lengthened.

Upon the conclusion of the initial review and response by the parties as well as any additional information gathering determined by the Investigator, the Investigator will finalize the report and prepare the report materials to be sent to the Hearing Officer(s) in preparation for a live hearing. Both the Complainant and the Respondent (and their Advisors) will be notified when the report materials have been finalized and be provided with a minimum of ten (10) College business days prior to any hearing where they are given an electronic copy viewable through the Google Drive system in order to review and respond to (written response) any report materials in preparation for the hearing.

- e. Hearing Process Overview - Upon the conclusion of an investigation, the Investigator(s) will ensure all report materials are available for the Title IX Coordinator and any individual(s) designated to render a determination of responsibility in order to facilitate the scheduling of a hearing. Both the Complainant and Respondent shall have a minimum of ten (10) College business days prior to any hearing where they will have electronic access to view all report materials in order to prepare for the hearing. Both the Complainant and Respondent have the opportunity to submit a written response to any of the finalized report materials in advance of a hearing. The Investigator will receive any additional written responses and ensure that they are provided to the Title IX Coordinator and any individual(s) designated as a Hearing Officer prior to the hearing. The Title IX Coordinator, in conjunction with other partners at the College such as Deputy Title IX Coordinators or other College leadership, will assist in the scheduling, coordination, and implementation of a live hearing, as set forth below and in subsequent sections:
  - 1. Hearings shall be conducted live. A hearing may be conducted with parties in remote locations or virtually, provided that the parties are able to see and hear each other simultaneously. The Complainant and Respondent are not required to be in the same room during a hearing provided the conditions for viewing and hearing simultaneously are met as stated above.
  - 2. The College will provide an individual (or individuals, at their discretion) to serve as a Hearing Officer, who will make the determination as to

whether this policy was violated. The Hearing Officer will have the appropriate training and experience to serve in this role and may be someone who works at the College or who is hired/contracted externally by the College to fulfill this role. The parties and their Advisors will receive a notification advising them of the date, time, location, Hearing Officer(s) identity, and listing of other requested participants no less than ten (10) College business days in advance of the hearing. A hearing may be delayed or rescheduled at a party's request provided the party submits information showing good cause for the delay to the Title IX Coordinator within three (3) College business days of the hearing. The Title IX Coordinator will notify each party of any delays or rescheduled hearings. Both the Complainant and Respondent (along with their Advisors) may meet with or speak to the Title IX Coordinator to ask questions about the hearing process prior to the hearing.

3. Any witness whose presence is requested at a hearing shall receive a written notification advising them of the date, time, purpose, and location of the hearing. Any party (including witnesses) that wishes to ask questions about the hearing process may meet with or speak to the Title IX Coordinator prior to the hearing.
4. The Title IX Coordinator or their designee will assist in providing technical and logistical support for the hearing, including the scheduling, preparation, and notifications of parties to be present at a hearing. Person(s) involved in making a decision at the hearing will also have received training or information prior to the hearing regarding the type of technology that will be used.

- e. **Hearing Process Continued - Questioning and Cross-Examination Procedures**  
During the live hearing, the Hearing Officer(s) as well as each party's Advisors will be provided with an opportunity to ask the parties as well as witnesses relevant questions and follow up questions, including questions that challenge credibility. The Hearing Officer(s) will ask their questions and follow up questions first, followed by each party's Advisor. Federal regulations stipulate that each party's Advisor be provided with the opportunity to "cross examine" the other party as well as witnesses during the hearing.

Questioning and cross-examination of the parties and witnesses must be conducted directly, orally, and in real time by the party's Advisor. At no time are the parties themselves permitted to engage in the questioning and cross examination process. If a party does not have an Advisor of their choice present at the hearing, the Advisor does not agree to adhere to the standards of conduct for participants in a live hearing, or the Advisor refuses to engage in asking questions or conducting cross-examination, the College will provide to the party an Advisor of the College's choice, at no cost to any party, in order to perform questioning and cross-examination during the hearing proceedings. In some circumstances, this may mean the live hearing is delayed or rescheduled.



- f. Standards of Conduct during a Hearing and Prohibited Questions or Topics- All participants in a live hearing are expected to conduct themselves in accordance with the “Rules of Decorum and Order for Hearings” which will be provided to participants prior to the hearing. These rules are put in place to maintain order within the hearing and to ensure that all participants are treated with respect and dignity. Accordingly, it is up to the Hearing Officer(s) discretion to address violations of the orders of decorum during the hearing. An individual who repeatedly refuses to adhere to the rules governing conduct during a hearing may be subject to ejection from the hearing or additional actions under other College policies.

Cross-examination questions or other questions that may be asked of a party or witness must be relevant to the incident(s). Questions, evidence, or other information about the Complainant’s sexual predisposition are not permitted. Questions, evidence, or other information about prior sexual behavior are not permitted, unless such questions or information are offered to prove that someone other than the Respondent committed the conduct alleged by the Complainant, or if the questions and evidence concern specific incidents of the Complainant’s prior sexual behavior with respect to the Respondent and are offered to prove consent. Before a Complainant, Respondent, or witness answers a question or cross-examination question, the Hearing Officer(s) must determine whether the question is relevant. If the Hearing Officer(s) determines that the question is not relevant and therefore is to be excluded, they must provide an explanation as to why the question will be excluded. The Hearing Officer will provide that explanation during the hearing, and may, at their discretion choose to provide additional information during the hearing or after the hearing.

The Hearing Officer(s) may evaluate and consider all relevant evidence, including but not limited to, statements by parties or witnesses during the investigation, information presented by parties or witnesses at the hearing, information contained in the investigation report, and information gathered during the investigation. This could also include police reports, Sexual Assault Nurse Examiner documents, medical reports, text messages, social media posts or messages, or other documents. When making the determination on responsibility, the Hearing Officer(s) may determine the weight to give statements and evidence based on the reliability and/or credibility of the statements and evidence. The Hearing Officer, when formulating their determination regarding responsibility, is not permitted to make a finding or draw an inference regarding responsibility based solely on a party or witness’s absence from the live hearing or refusal to answer cross-examination or other questions.

- h. Record of Hearing - Jefferson College will create an audio recording of a live hearing and may choose to additionally create a transcript of a live hearing. In either case, the audio recording and/or transcript of a live hearing will be available to either party for inspection or review following the conclusion of

a hearing as well as during any appeal process. This record will be kept for a period of seven years in accordance with the record-keeping procedures found in Section X of this policy and procedures.

- i. Determination of Responsibility and Standard of Evidence/Information - The Hearing Officer will issue a written determination regarding responsibility generally within fifteen (15) College business days after the conclusion of the hearing. There may be circumstances where additional time to reach and communicate a determination of responsibility, and in that event the Hearing Officer or Title IX Coordinator will notify both parties of any delays.

The Hearing Officer will apply the preponderance of the evidence standard (i.e. “is it more likely than not”) to determine if it is more likely than not that the Respondent is or is not responsible for a violation (or violations) of this Policy. The Hearing Officer will not make a decision solely based on the party’s role in the process, meaning that no individual will be found responsible solely because they are accused of misconduct. A Hearing Officer, once they have reached their decision, will communicate their written determination to the parties simultaneously via electronic communication.

The Notification of Determination Regarding Responsibility from the Hearing Officer will include the following elements:

1. Identification of the allegations potentially constituting Sexual Harassment under this Policy and Procedures.
2. Description of the procedural steps taken from the receipt of the formal complaint through the determination. This description will also include information about the notifications that were sent to the parties, interviews and meetings that took place with the parties and witnesses, site visits, other methods that may have been used to gather information or evidence, and hearings held.
3. Findings of fact supporting the determination.
4. Conclusions regarding the application of Jefferson College’s policies to the facts.
5. Statement of and rationale for the result as to each allegation, including a determination of responsibility, any disciplinary sanctions to be imposed on a Respondent, and whether remedies designed to restore or preserve equal access to the school’s education program or activity will be provided to the Complainant. The Title IX Coordinator is the staff member responsible for implementing any remedies that are put in place as the result of a concluded grievance process.
6. Description of the procedures and bases for an appeal that are available to both the Complainant and Respondent.

The determination regarding responsibility becomes final either on the date that the parties are provided with the written determination on the result of an appeal, if an appeal is filed, or if an appeal is not filed the determination becomes final on the date on which an appeal would no longer be considered timely. Deadlines for appeal submissions follow the procedures found in section VIII, subsection “K” below.

- j. Sanctions, Remedies, and Continuations of Supportive Measures following a Determination of Responsibility
- Sanctions: A Hearing Officer has the discretion to assign sanctions and remedies following a determination of responsibility where the Respondent has been found to be in violation of this policy. Sanctions are disciplinary actions consisting of one or more of the following: formal/final/written warnings, disciplinary probation, employment probation, loss of privileges, loss of access to all or parts of campus, restitution/community service, educational sanctions, counseling, mandated counseling or assessments, classes, fines, suspension, expulsion, temporary or permanent removal from employment, or other disciplinary actions or sanctions either found in College publications or assigned at the discretion of the Hearing Officer(s).
  - Remedies: Remedies are measures designed to restore or preserve a Complainant’s equal access to Jefferson College’s education program or activity following the conclusion of a grievance process where the Respondent has been found responsible for a violation (or violations) of this policy. Remedies may include a continuation of supportive measures for a Complainant that were put in place prior to or during the grievance process. Remedies may also be disciplinary actions or sanctions that are punitive in nature, and differ from Supportive Measures. Please refer to Section VI for a description of Supportive Measures.
- k. Appealing the Determination of Responsibility from a Hearing - Following the issuance of a Hearing Outcome Letter (Determination of Responsibility and/ or Non-Responsibility for violation(s) of this Policy), both the Complainant and the Respondent shall have equal rights to appeal the outcome. The Hearing Outcome Letter that is issued to both parties will outline the appeal process, bases for appeal, and appeal deadlines. The Title IX Coordinator will contact both parties to discuss the appeal process and answer questions about the appeal process that either party may have.

Either (or both) parties may submit an appeal of the determination, in writing, on any of the following bases, within ten (10) College business days of the issuance of the Hearing Outcome letter:

1. Procedural Irregularity: There was a procedural irregularity that affected the outcome of the matter.
2. New Information/Evidence: There is new information that was not reasonably available at the time the determination regarding responsibility

was made, and the information is such that it could affect the outcome of the matter.

3. Conflict of Interest or Bias on the part of persons involved in the process: The Title IX Coordinator, Investigator(s), and/or Decision-Maker(s) had a conflict of interest or bias for or against Complainants or Respondents generally or the individual Complainant or Respondent and it affected the outcome of the matter.

Once an appeal is filed by either party, the Title IX Coordinator will notify the other party in writing that an appeal has been filed and implement appeal procedures equally for both parties. Appeal procedures are as follows:

1. Appeals are to be submitted in writing to the Title IX Coordinator by the deadline specified in the Hearing Outcome Letter, which will be set at ten (10) College business days from the date of issuance of the Hearing Outcome Letter.
2. Either party may submit an appeal on the bases listed above. More than one appeal base may be used in an appeal.
3. The Title IX Coordinator will notify the other party of the presence of an appeal.
4. Both parties will have an equal opportunity to submit, in writing, a statement of support of the outcome or a challenge of the outcome.
5. The Title IX Coordinator will ensure that the person(s) hearing the appeal were not involved in the investigation, hearing, or determination of responsibility process. Persons who hear an appeal under this policy may be persons within the College community or third parties external to the College community, selected by the Title IX Coordinator or their designee. In all cases, person(s) hearing an appeal will have the required training to implement fair and effective appeal processes.
6. The person(s) assigned to hear the appeal will review the information and statements submitted by the parties, as well as be provided access to review the investigative report and record of the hearing.
7. The appeal body will issue a written decision describing the result of the appeal and the rationale for the result of the appeal generally within fifteen (15) College business days of the receipt of the appeal(s). The appeal body may alter the hearing decision with regard to responsibility, and/or assign/modify remedies and/or sanctions. If the appeal process requires additional time to render a written result and rationale, the Title IX Coordinator will notify both parties of any delay or extension of time within this process.
8. The appeal body's written outcome letter will be delivered to both parties via electronic message simultaneously.
9. The decision of the appeal body is final and concludes the grievance process. Once the grievance process is concluded, any sanctions or remedies will be considered final and implemented by the Title IX Coordinator or designee(s).

1. Grievance Process Timeframes - The entire grievance process may take approximately 120 College business days to complete. This timeframe includes the following approximations for each part of the process. This timeframe may be shorter or longer, depending on the factors and circumstances of each individual situation. Any delays for any part of the processes listed below will be communicated to both parties, in writing, and delivered simultaneously through electronic message.
  1. Investigation Process: 60 College business days.
  2. First required review and response period following investigation: 10 College business days. The Investigator may choose to follow up on information provided during this review and response period (including additional witness interviews if needed), which may lengthen this timeframe.
  3. Second required review and response period following finalization of report in advance of the live hearing: 10 College business days
  4. Hearing Determination: the Hearing Officer has 15 College business days following the conclusion of the live hearing to provide their written decision.
  5. Appeal period: the parties have 10 College business days to submit a written appeal following the issuance of a determination letter.
  6. Appeal body evaluation of appeal and issuance of written decision: The appeal body has 15 College business days to review materials and issue a written decision letter.

## **IX. Retaliation Prohibited at Jefferson College**

No person may intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with any right or privilege under Title IX or this policy. Retaliation includes, but is not limited to, words or actions that intimidate, threaten, coerce, or discriminate against someone whole or in part because an individual has:

- Made a report or filed a complaint alleging misconduct under this policy;
- Provided information, statements, or other information for an investigation;
- Assisted in or participated in any part of the grievance or hearing process;
- Refused to participate in any part of an investigation, grievance, or hearing process; or who has
- Exercised other rights under this policy.

Note: The exercise of First Amendment/free speech rights is not considered Retaliation under this policy. Additionally, a determination of responsibility (whether that be for a finding of responsible or not responsible) does not indicate on its own that the other party (or parties) made materially false or bad faith statements.

Jefferson College will not assign policy violations that do not involve sex discrimination or Sexual Harassment but arise out of the same set of facts and circumstances as a report or complaint of sex discrimination or Sexual Harassment, for the purpose of interfering with any right or privilege secured by Title IX or this policy. Examples of this include charging a Complainant, Respondent, or Witness with underage alcohol use that may have occurred at the same time or in close proximity to the time of the reported incident of Sexual Harassment for the purpose of dissuading the individual from filing a formal complaint.

Jefferson College expects all members of our community to participate in the process of creating a safe, welcoming, and respectful environment on campus and in campus programs and activities. In particular, the College expects that Jefferson College community members will be active bystanders and will take reasonable and safe actions to prevent or stop an act of Sexual Harassment should they witness one. Taking action could include, but is not limited to, direct intervention when it is safe for one to do so, enlisting the assistance of friends or other persons to assist, and/or contacting or seeking support from person(s) in authority. Community members who choose to take these actions will be supported by the College and protected from retaliation as well as from policy violations that may have been present during the situation, such as underage alcohol use or drug use.

Complaints alleging Retaliation may be filed and will be addressed using the College's Non-Discrimination policy and procedures.

## **X. Record-Keeping Procedures**

Jefferson College will maintain for a period of at least seven years records of the following type related to the information found in this policy and procedures:

- Every Sexual Harassment investigation including any determination regarding responsibility, as well as any audio recording or transcript in accordance with federal regulations.
- Records related to disciplinary sanctions assigned to Respondents, and remedies that have been provided to a Complainant that are designed to restore or preserve equal access to educational programs or activities.
- Records related to any appeals filed and the outcome(s) of any appeals related to the processes used to resolve Sexual Harassment complaints.
- Materials used to train Title IX Coordinators, Investigators, Hearing Decision Maker(s), and Person(s) involved in an Appeal Process at any stage of the Grievance Process (including persons involved in the decision-making or appeal process related to mandatory/discretionary complaint dismissal, emergency removal procedures, and appeals of a determination of responsibility). These training materials will be available for public inspection upon the school's website.

- o Title IX Coordinators, Deputy Title IX Coordinators, Investigators, Hearing Officers, and Appeal body members will receive training on the definition of Sexual Harassment, the scope of Jefferson College's education program or activity, how to conduct an investigation and process including hearings and appeals. Training will also encompass how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias.
- o Hearing Officers will receive training on any technology to be used at a live hearing and on issues of relevance of questions and evidence, including when questions and evidence about the complainant's sexual predisposition or prior sexual behavior are not relevant.
- o Investigators will receive training on issues of relevance to create an investigative report that fairly summarizes relevant evidence.
- o Any materials used to train Title IX Coordinators, Deputy Title IX Coordinators, Investigators, Hearing Officers, and Appeal body members must not rely on sex stereotypes and must promote impartial investigations and adjudications of formal complaints of Sexual Harassment.
- Records related to reports of sex discrimination or Sexual Harassment along with records of any actions, including supportive measures, that were taken in response to the report or formal complaint (if a formal complaint was filed). Records must include a basis for the conclusion that the College's response was not deliberately indifferent. If no supportive measures were provided, documentation will reflect the rationale for this in light of the known circumstances.

## **XI. Confidentiality of Records**

Jefferson College will keep confidential the identity of any individual who has made a report or complaint of sex discrimination, including any individual who has made a report or filed a formal complaint of Sexual Harassment, any Complainant, any individual who has been reported to be the perpetrator of sex discrimination or Sexual Harassment, any Respondent, and any witness, except as may be permitted by the Family Educational Rights and Privacy Act (FERPA) or as required by law, or in order to carry out the purposes of this policy and procedures such as conducting any investigation, hearing, or other part of the grievance process.

*Refer to Board Procedure II-001.8.*

## **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

***(Per the 2021-2024 BAT-FAT Agreement, for faculty, this step is replaced with “Request for Mediation”. Associated Board Policy and Procedure is awaiting Board approval at time of publication of this Faculty & Staff Handbook.)***

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 Associate Dean 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 Associate Dean and/or instructional Program Director (non-tenured faculty and those undergoing Institutional Assessment).
  3. Schedule an annual performance review meeting with Associate Dean 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 Associate Dean 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 Associate Dean 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 Associate Dean 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, Associate Dean, 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, Associate Dean, 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.*

***Per the 2017 BAT-FAT Agreement, the following applies to faculty:***

It was agreed that Board Policy IV-007, Conditions of Employment – Resignation of Faculty, would be amended to set a fine of \$500 for faculty who provide a minimum of 30 calendar days' notice and receive a release from their contractual obligations at the completion of the fall semester. Faculty who receive a release from their contractual obligations that time that does not coincide with semester break will be fined \$1,000. Further, a faculty member who abandons his/her contractual obligations is responsible for the \$1,000 fine and is ineligible for rehiring. The Board of Trustees may authorize a waiver of the fine in exceptional circumstances when the request for release is due to a hardship beyond the control of the faculty member (e.g., a family emergency such as a medical issue).



## **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 in the Office of Human Resources, the Library, the Student Center, JCA, or in the office at 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 Registrar 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.

Can I be sent to jail for violating FERPA?  
No. However, 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.

# Care Team

The Care Team at Jefferson College is a cross-functional team whose purpose is to assist in identifying, assessing, and evaluating student wellbeing and concerning student behaviors in a trauma-informed way.

The Care Team designs intervention and outreach to promote individual safety, community safety, and student success to support an inclusive environment. The Care Team may also identify patterns of behavior that might suggest the need for ongoing or additional intervention. Connecting students with individualized resources, support, and accountability is at the core of Care Team interventions. Submit a Maxient report located on the Employee and Faculty tabs to alert the Care Team to any concerns you may have about a student to ensure the student receives ongoing support. For further information regarding the Care Team, please contact (636) 481-3262.

## **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 Supervisor

After business hours/weekends:

- Call Campus Police at ext. 3500 or 911
- Contact Behavioral Health Response (BHR) at 1.800.811.4760 for telephone assistance or assessment of the individual by a trained crisis counselor
- Follow up with a Maxient Incident Report, located on the Employee and Faculty tabs in MyJeffco
- Inform the appropriate Supervisor

Non-crisis situation:

- Inform the student that free, confidential counseling is available. Suggest that the student drop by the top floor of the Student Center and request to schedule an appointment for free counseling/therapy.
- Submit Maxient Incident Report located on the Employee and Faculty tabs in MyJeffco.
- Inform the appropriate Associate Dean/Supervisor.
- Review resources on the “Vikings Care” tab in MyJeffco

Behavioral Health Response crisis hotline (available 24 hours/day) 1.800.811.4760

If you are not sure whether you need to submit a referral, please err on the side of caution and submit a Maxient Incident Report. Please be aware that the Maxient reporting system is not monitored after hours or on weekends.



# 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 \$22.50 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 \$22.50 per day. The combination of buy-back program sick leave days and additional sick leave days at the rate of \$22.50 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, persona, 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). Upon termination of employment, the employee forfeits any unused Personal Leave.

**Staff:** Three day (24 hours) of personal leave are added to the personal leave bank effective July 1 each year. Personal leave is prorated the first year of employment for dates of hire after July 1. Staff may accrue up to six days of personal leave. After



adding three days of personal leave on July 1, any unused personal days in excess of six days will be converted to Sick Leave.

**Faculty:** Three day (24 hours) of personal leave are added to the personal leave bank at the beginning of each academic year. Personal leave is prorated the first year of employment for dates of hire after the first day of the academic year. Faculty may accrue up to six days of personal leave. After adding three days of personal leave at the beginning of the academic year, any unused personal days in excess of six days will be converted to Sick Leave. Faculty must report all leave in half-day or whole days.

*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.*

## **Community Service Leave**

It shall be the policy of the Board of Trustees that Community Service Leave (CSL) of up to 24 hours each year shall be granted to full-time employees. Part-time regular employees who work 20 or more hours per week may use up to 8 hours of CSL to volunteer for College-sponsored activities such as the College Day of Service and/or the Vikings' Vault.

### **Approval**

Employees must obtain prior approval from their supervisors in order to use community service time. Requests for Community Service Leave should be made at least ten business days prior to the requested community service hour(s). In certain circumstances it may be necessary for a supervisor to deny an employee's request for community service; however, the supervisor must plan for an alternative time with the employee. In such cases, the supervisor should explain the reason for the denial. For this reason, supervisors and employees are encouraged to plan community service time with as much advance notice as possible. CSL hours are added to the CSL bank effective July 1 each year. CSL is prorated the first year of employment for dates of hire after July 1. Community service hours do not roll over into the next fiscal year.

### **Procedure**

Community Service Leave (CSL) is offered to eligible employees as an opportunity, not an expectation. An employee's decision to use or not use the benefit will not impact assessment of his/her job performance. CSL hours will be available to eligible employees beginning July 1 each year. The community service activity must take place during the employee's typical workday to be eligible for CSL. For example, a staff member who works from 8:00 a.m. to 4:30 p.m. may use CSL to engage in community service between 8:00 a.m. and 4:30 p.m.

Full-time employees will be eligible to use up to 24 hours of their regular work schedule as paid CSL per year. Part-time regular staff who work 20 or more hours per week are eligible for up to 8 hours of CSL to volunteer for College-sponsored activities such as the College Day of Service and/or the Vikings' Vault. Adjunct/part-time faculty are not eligible for paid CSL.

For full-time faculty, if the community service opportunity falls during scheduled class times or during office hours, approval must be obtained from the supervisor. Refer to the Academic Service Learning guidelines for service that occurs in conjunction with a class.

### **Responsibilities**

It is the responsibility of the employee to verify that his/her community service site is a College-approved agency or event as approved by the President's Office. Employees are asked to complete the CSL Request form, located on the Employee

Tab, at least ten business days before the activity to obtain supervisor approval. The College may waive this ten-day period in local emergency situations, such as a natural disaster or a civil emergency. It is the responsibility of the employee and the employee's supervisor to ensure proper timekeeping procedures are followed. Employees must provide verification of service hours performed to the supervisor.

Staff will report CSL in hourly increments. Faculty must report CSL in half-day or full-day increments. The calculation of CSL time includes any travel to and from the community service site that occurs during the employee's typical workday, in addition to the time spent in community service on the site. Mileage is not eligible for reimbursement; transportation is the sole responsibility of the employee.

Employees are expected to follow the conduct guidelines noted in the Board Procedures II-001.2 and II-001.6. Employees are encouraged to wear Jefferson College apparel while at the community service site.

### **Limits/Regulations**

CSL is excluded from the calculation of hours for overtime or compensatory time compensation and will not be paid out upon termination from employment with Jefferson College or carry over from one fiscal year to the next. Requests for advances of CSL are not permitted. Participation in activities related to the employee's regular job responsibilities, as authorized by the employee's supervisor, is considered compensable time and therefore does not require the reporting of CSL. Participation in Jefferson College Commencement is not considered CSL for any employee.

*Refer to Board Policy and Procedure II-011.15.*

## **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.

*Refer to Board Policy V-003.03.*

# Benefits

## Insurance

### Medical, Dental, and Vision

The College provides medical, dental, and vision 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 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 full-time and part-time regular employees shall be recognized for every five consecutive years of service to the institution and for retirement from the College. Service awards for 5, 10, 15, 20, 30, 35, and 40 years of service are given as additional compensation included on the May paycheck in the amount of \$15 per year of service. Employees who complete 25 years of service receive five days of compensation on the May paycheck. Retirement recognition awards are given as additional compensation included on the final paycheck in the amount of \$150.

*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 payments which are tuition specific will be applied to tuition prior to waiving tuition. Tuition will be waived for employees and their dependents before the application of any non-tuition specific federal or state need-based financial aid (e.g. Pell and Access Missouri).
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 partial waiver of tuition benefits. 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** – 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. Contact the Director of the Child Development Center for current rates.

*Refer to Board Policy VII-011.*

## Employee Access to Microsoft Software

All active Jefferson College full and part-time faculty and full and part-time regular staff have access to Microsoft's Office software at no cost to the employee. Accessed via the "Home" Tab in MyJeffco, the Microsoft Office software allows the employee to download and install the Microsoft Office Professional Suite, which includes Access, Excel, PowerPoint, Publisher, OneNote, Outlook, and Word. The Office Professional Suite can be installed on up to five devices, and is compatible with Microsoft Windows, Apple Mac and iPhone devices, as well as Google Chromebook and Android devices.

# 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 steps is 2 percent. The granting of an increment is contingent upon the College's budget situation and approval of the Board of Trustees.

### 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.

## B. Salary Schedule

### Non-Exempt Classified Professional Staff Hourly Wages

A11: \$12.00 - \$17.13

A12: \$12.93 - \$18.47

A13: \$13.93 - \$19.90

B21: \$15.01 - \$21.45

B22: \$16.17 - \$23.09

B23: \$17.11 - \$25.95

B24: \$18.37 - \$26.24

B25: \$20.00 - \$28.58

### Exempt Classified Professional Staff Annual Salaries

C41: \$43,992 - \$65,437

C42: \$46,550 - \$69,160

C43: \$49,254 - \$73,133

### Exempt Certified Professional Staff Annual Salaries

C44: \$53,664 - \$74,354

C45: \$60,029 - \$89,190

D61: \$65,915 - \$97,968

D62: \$71,032 - \$105,602

D63: \$76,544 - \$113,755

D64: \$84,053 - \$124,946

D65: \$94,037 - \$139,734

### Administrators

Salaries determined by Board of Trustees.

## C. 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. 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.

#### **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 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.

#### **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 4% for a one grade upgrade, 7% for two grades, and 10% for 3 or more grades. 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 increase resulting from the upgrade.

## **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 Staff Compensation Study Task Force recommended and approved the following process. Accompanying Board Policy and Procedure require revision.)***

The step placement for the employee will be the step that will result in an annualized salary increase of no less than 4% for a one grade promotion, 7% for a two grade promotion, and 10% for a 3 or more grade promotion.

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 increase resulting from the upgrade.

## **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 salary will reduced accordingly.

## **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. No commitment shall be made to any prospective employee until after the Director of Human Resources has been consulted. The hourly wage will be set or must be approved by the Director of Human Resources.

*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. Law Enforcement Personnel:** Employees who are empowered by State or local ordinance to enforce laws designed to maintain peace and order, to protect life and property, and to prevent and detect crimes; who have power to arrest; and who have undergone training in law enforcement.
- 3. Workweek:** The standard workweek for all non-exempt employees except law enforcement personnel 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.
- 4. Work Period for Law Enforcement:** Section 7(k) of the FLSA provides that employees engaged in law enforcement may be paid overtime on a “work period” basis. The work period for law enforcement personnel is defined by Jefferson College as 28 days; Payroll Services determines the beginning and ending dates of the work period and posts them annually.

5. **Overtime:** For all non-exempt employees except law enforcement, overtime is defined as hours actually worked over 40 in the standard 7-day work week. For law enforcement personnel, overtime is defined as hours actually worked over 171 in the 28-day work period. Overtime is paid at the rate of one and one-half times the employee's regular rate of pay.
6. **Extra Hours:** For all non-exempt employees except law enforcement, extra hours are the hours reported in excess of 40 when hours actually worked during a 7-day work week are fewer than 40 but total hours including paid leave exceeds 40. For law enforcement personnel, extra hours are the hours reported in excess of 171 when hours actually worked during a work period are fewer than 171 but total hours including paid leave exceeds 171. Extra hours are paid 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.
7. **Compensatory Time:** Compensatory time is leave time earned in lieu of pay for overtime. It is earned at the rate of one and one-half hours for every hour of overtime that is worked.

Activities should be planned, organized and scheduled so that work may be accomplished within the standard workweek or work period. 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 minimize overtime. Further, supervisors may adjust requests for paid vacation or personal leave to minimize overtime or extra hours. 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 in Web Time Entry. Failure to maintain or falsification of such records is grounds for disciplinary action up to and including termination of employment. Supervisors are responsible for monitoring work hours of employees under their supervision and for



ensuring that information reported in Web Time Entry is complete and accurate. This responsibility includes scheduling use of compensatory time by the employee.

When an employee 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.

Overtime is compensated at the rate of one and one-half times the employee's regular rate of pay. 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.

*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 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 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 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 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**

#### **9-Month Faculty**

Level I, Instructor	\$44,813 - \$64,003
Level II, Assistant Professor	\$49,290 - \$71,806
Level III, Associate Professor	\$54,928 - \$81,621
Level IV, Professor	\$63,461 - \$96,186

#### **12-Month Faculty**

Level I, Instructor	\$53,182 - \$75,958
Level II, Assistant Professor	\$58,495 - \$85,218
Level III, Associate Professor	\$65,186 - \$96,864
Level IV, Professor	\$75,312 - \$114,144

#### **10-Month Faculty Librarian**

Level I	\$42,572 - \$60,804
Level II	\$46,826 - \$68,218
Level III	\$52,182 - \$77,542
Level IV	\$60,288 - \$91,377

#### **12-Month Faculty Librarian**

Level I	\$50,070 - \$71,512
Level II	\$55,074 - \$80,231
Level III	\$61,373 - \$91,197
Level IV	\$70,907 - \$107,474

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

*(The Faculty Compensation Study Task Force recommended and approved the following process. Accompanying Board Policy and Procedure require revision.)*

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

1. Academic preparation base salary  
Determine if faculty member qualifies for Level I or II as defined in promotion policy
2. Experience  
Assign one step for every two years of experience up to a max of 5 steps for teaching and 5 steps for related experience over and above the minimum requirements for the level
  - o If starting at Level II, do not award steps for credentials required to reach Level II. For example, to come in at Level II on the General Education promotion track, the faculty member must have a minimum of four years of full-time college teaching experience. Do not award steps for the four years of teaching experience; only award steps for experience over and above the minimum requirements for Level II.
  - o Experience is credited as follows:
    - One step equals two years of full time teaching and/or work experience
    - One year of experience for each year of full-time teaching
    - One year of experience for every 30 credit hours of adjunct teaching
    - One year of experience for each year of related work experience
    - No credit awarded for substitute teaching, TA, grad asst, etc.
    - Example: 3.5 years teaching plus 5 years related experience =  $8.5/2 = 4.25$ 
      - Round up and assign 5 steps
      - If less than 0.25, round down
3. Education  
Assign two steps for doctorate and one step for specialist degree
4. Supply and demand  
Assign up to 5 additional steps

*Refer to Board Procedure IV-006.03.*

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

*(The Faculty Compensation Study Task Force recommended and approved the following process. Accompanying Board Policy and Procedure require revision.)*

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	3% or \$1,500 (whichever is higher)
Level II to Level III	4% or \$2,500 (whichever is higher)
Level III to Level IV	5% of \$3,500 (whichever is higher)

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 Hybrid Instructional Assignments**

### **A. Online 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.

A faculty member who offers a credit course to be offered online shall receive 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.

Hybrid Course Definition – A hybrid course is defined as any face-to-face course that has a portion delivered online and thereby the face-to-face component does not meet the Federal Definition of a Credit Hour.

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

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

Class Size Enrollment Limits for Hybrid Courses – Class size for hybrid courses shall be set equal to the on-campus counterpart sections.

### **C. 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.

### **D. Approval Process for New Courses Offered Online**

New courses developed and offered online or for hybrid 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:	\$680 per credit hour
Level II:	\$705 per credit hour
Level III:	\$735 per credit hour
Level IV:	\$770 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:	\$712 per credit hour
Level II:	\$747 per credit hour
Level III:	\$791 per credit hour
Level IV:	\$869 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 \$675 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 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 Dean, Associate Dean and/or instructional Program Director;
2. carry out the policies developed by the Board of Trustees as interpreted and executed by the administration;
3. teach classes assigned by the Dean, Associate Dean and/or instructional Program Director;
4. successfully complete yearly teaching assignment;
5. meet classes at and for the time scheduled;
6. prepare and file with the Dean, Associate Dean and/or instructional Program Director course syllabi for new and revised courses and follow, within reason, such guides for courses already established;
7. prepare and file with the Dean, Associate Dean and/or instructional 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;
8. prepare and file with the Dean, Associate Dean and/or instructional Program Director a bibliography of library books required for use in each course;
9. prepare requests for instructional materials, such as books, maps, audio visual aids, and supplies, and submit them to the Associate Dean and/or instructional Program Director when requested for the purpose of budget planning;
10. keep accurate records of class attendance and grades of students and submit them to the Registrar;
11. attend faculty meetings and Commencement;

12. 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. Preparation is included as part of this 10-hour weekly office hour schedule. Faculty may serve office hours online if they choose to do so. Faculty serve a minimum of ten office hours each week; for those who opt to serve online office hours, at least eight office hours must be served on-campus;
13. secure approval of the Dean, Associate Dean and/or instructional Program Director for the office hour schedule and provide a copy of the schedule for the Dean;
14. 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);
15. promote student participation in extracurricular activities;
16. be available at appropriate times to advise students;
17. be responsible for meeting and maintaining all teacher certification requirements as may be applicable and required by the state;
18. continue professional improvement through reading and study and by participation in the activities of professional organizations;
19. assist in keeping the public well informed as to the progress and development of the College;
20. utilize available test scores and records as needed to become familiar with the problems and capabilities of students;
21. cooperate with the administration in conducting research;
22. commit time and be available for: collegial consultation, outcomes assessment, institutional planning, and institutionally sanctioned meetings;
23. assume responsibility for enforcing College rules and regulations as related to student conduct;
24. demonstrate level of teaching performance that documents increasing value to the College through annual performance review; and
25. perform other duties as may be assigned by the Vice President of Instruction, Dean, Associate Dean and/or the instructional Program Director.

*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 Associate Dean 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 Associate Dean or program director with the load not to exceed 18 hours (August through May);
4. prepare and file with the Associate Dean 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 Associate Dean 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, audiovisual aids, and supplies, and submit them to the Associate Dean 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 Associate Dean 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 (excluding Library faculty and any faculty on a 12-month contract which are addressed below) 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 in the spring semester for staff development, and 1 day in the fall semester as an “office day.” The day for staff development (In-Service Day) will be held in the spring and content should be mutually developed by faculty and administration. The “office day” is considered a required work day in the fall semester; however, a faculty member is free to work, grade, etc., at his/her choosing.

All full-time faculty are subject to recall for duty on the beginning date specified in their contract. 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.

For full-time faculty on a 12-month contract, the appointment for the academic year shall be on 197-day contracts, wherein 150 are for instruction, 31 days are for program management, assessment, and/or accreditation needs, 5 day for orientation prior to the fall semester, 8 days for final exams, 1 day for Commencement, 1 day in the spring semester for staff development, and 1 day in the fall semester for an office day.

For full-time Library faculty, the appointment for academic year shall be on 176-day contracts, wherein 169 days are for instruction, 5 days of orientation prior to fall semester, 1 day for Commencement, and 1 day in the spring semester for staff development.

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.

*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, Associate Dean 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 Associate Dean 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 Associate Dean 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 Associate Dean and/or instructional Program Director (non-tenured faculty and those undergoing Institutional Assessment).
3. Schedule an annual performance review meeting with Associate Dean 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 Associate Dean 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 Associate Dean 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 Associate Dean, 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 Associate Dean 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, Vision 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. Associate Deans 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 Associate Dean. Upon the recommendation of the Associate Dean, 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 you in accommodating students with disabilities. Any questions or concerns should be directed to Linda Ladendecker-Corley, Coordinator of Disability Support Services: (636) 481-3169 or [lladende@jeffco.edu](mailto:lladende@jeffco.edu).

### **Providing access to your 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 Coordinator then reviews the requested accommodations and documentation.
- Essential elements of a course are not subject to accommodation.
- The Disability Support Services Coordinator grants or denies the requested accommodations.
- The DSS office prepares a Faculty Notification letter that is shared with the instructor via Google Drive. Instructors will receive an email from DSS informing them of their access to the Faculty Notification letter(s). The student is then responsible for emailing the instructor to discuss and/or set up an appointment to discuss the approved accommodations.

### **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.
- Have genuine discussion with the student about the practical aspects of providing the approved accommodations.
- You 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 and discussing accommodations with the student.

**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/dss](http://www.jeffco.edu/dss).

# 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.*

## Transfer Education

Transfer Education, leading to the Associate of Arts, Associate of Arts in Teaching, Associate of Fine Arts or Associate of Science degree, shall be designed to offer courses that 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 to which 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, Associate of Fine Arts 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 Education**

Career Education is designed to prepare a student for immediate employment after graduation. Advisory committees composed of industrial and professional representatives shall review the curricula annually to ensure that course content is kept relevant to job demands.

Career Education programs may lead to either the Associate of Applied Science degree or a Career 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 the specific courses listed in the appropriate curriculum. Students pursuing a Career Education certificate shall complete all courses specified in the appropriate curriculum and maintain a 2.0 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. Therefore, the educational program 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. Formal assessments shall be made periodically 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 ensure 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 educational materials necessary for effective teaching and learning. As the subject-matter experts, the faculty shall select said textbooks and course materials in accordance with the following procedures:

1. Textbook adoption requests shall originate from the office of the appropriate Associate Dean or academic supervisor and shall be based on the recommendation of full-time faculty in the appropriate academic department.
2. Generally, textbooks shall be used for a minimum of two years after adoption. Exceptions may be made by Associate Deans if justification can be shown.
3. Faculty must submit textbook recommendations to the appropriate Associate Dean/academic supervisor on or before established deadlines.
4. Full-time faculty shall select textbooks for courses that they teach and for sections taught by adjunct faculty. However, textbooks for courses taught by two or more instructors shall be adopted in concert for all sections. Associate Deans/academic supervisors shall coordinate the process of textbook selection for all courses taught in their respective schools.
5. Each Associate Dean/academic supervisor shall be responsible for filing a complete list of texts and supplementary texts for each course taught in his/her school.

*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. Faculty shall develop and implement appropriate assessments to evaluate student achievement of expected learning outcomes. Faculty shall further use the results of these assessments to consider course content and revise it as needed.
3. Faculty shall implement formative and summative classroom assessments of student learning on a consistent basis throughout the semester.
4. Scheduling and implementation of College-wide, end-of-semester finals shall be the responsibility of the Vice President of Instruction. The schedule of finals shall be announced before the end of each term. Final examination periods shall equal the combined time of two regular class periods. Instructors who teach multi-section courses and who wish to administer a single group final examination to multiple sections, should notify their Associate Dean/academic supervisor 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 and significantly at variance from those found in most other courses, the instructor should consult with other faculty members or their Associate Dean for clarification and support. 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
WC	Withdrawal Due to Crisis	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. Instructors should publish their individual criteria for granting a grade of Incomplete in their course materials provided on the first day of class. Departments and programs may mandate consistent policies within their academic areas to govern these criteria. An incomplete grade can remain on a student's academic record for one semester; at the end of that time, the coursework must have been completed and the grade updated by the instructor or the incomplete grade will become an F. Incomplete spring semester grades must be completed and updated by the instructor by the end of the fall semester. A grade of F shall be computed into the student's grade point average. Enrollment status of W, WX, WC, I, or H shall not be computed in the grade point average.

A withdrawal due to crisis is only to be used in extreme circumstances due to a natural disaster, global health crisis, or as determined by the Vice President of Instruction and Vice President of Student Services when the general population of students is affected.

**Grade Reports:** Final grades are available online 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 on the Jefferson College transcript. Transcripts of student academic records will not be released if the student has an unmet financial or institutional 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 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 for 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 Department of Workforce, Innovation, and Employment Services.

Students' academic files are directly accessible only to the faculty and 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 Department of Workforce, Innovation, and Employment Services.

In addition, Jefferson College may make available to any person where applicable certain directory information: name, address, telephone number, date of birth,

Jefferson College email 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, degrees 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 fully-online courses, hybrid (blended) courses 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 Participation System**

All faculty are required to report student attendance/participation through the Student Participation System in MyJeffco. All reporting must be completed by Sunday evening each week. Data in the Student Participation System is used to identify students who have failed to begin attendance, as well as to identify the last date a student participated in an academically-related activity. Correct reporting of student attendance/participation is critical to Federal Financial Aid compliance, so please enter attendance properly and accurately. Additional information on the Student Participation System is available by watching the “Video Tutorial for the Attendance and Participation Tracking System” found on the Faculty tab in MyJeffco. For questions, please contact the Registrar at (636) 481-3207.

## **Grades**

Faculty must submit grades for all students, even those who have never attended.

- The Incomplete grade (I) is for extenuating circumstances that occur late in the semester and that make it impossible for the student to complete the class.
- Your 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 people. You must also submit PSSA feedback. For questions please contact Enrollment Services at (636) 481-3230.

## **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.

## **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.*

# **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.

## **Public Relations & Marketing/Graphics**

### **News-Publicity-Advertising**

There is central coordination by Public Relations & Marketing/Graphics 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/Graphics 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 Public Relations & Marketing Roger Barrentine at [rbarrent@jeffco.edu](mailto:rbarrent@jeffco.edu).

### **Graphics**

The 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 can be found in the [Visual Style Guide](#) located in the MyJeffco-Employee Tab under *Marketing & PR*.

### **Requesting services**

Whenever a staff member or faculty wishes to request services, an email to 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. Graphics staff 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 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 postcards and business reply mailers
4. Requires oversized (11”x17” 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.

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 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 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, and promotional artwork

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 form from Graphics and not copied from existing uses.

Logos are also available for download from the Public Relations & Marketing/ Graphics webpage at [jeffco.edu/logos](http://jeffco.edu/logos). If you cannot find what you need, please contact Lauren Murphy at ext. 3375 or [lmurphy@jeffco.edu](mailto:lmurphy@jeffco.edu).

### **Stationery**

Stationery is the primary means of establishing Jefferson College’s image at the personal level. Letterhead, envelopes, business cards, notepads and related items should reflect the same standards of consistency for all College departments. All stationery items follow a standard format featuring the Jefferson College logo as the primary design element. Due to their high public profile, stationery items will be printed in black and red.

To maintain consistent quality and to ensure the maximum cost savings, all stationery is consistent across campus. Foundation is the only exception to this practice. Departments may purchase standard College letterhead and envelopes through Central Office Services. An [electronic file of the College's letterhead](#) is available in the MyJeffco-Employee Tab under *Marketing & PR* or *COS* tabs.

## **Mailing**

The college has bulk mailing and business reply permits which may be used for college-related projects only. Graphics works cooperatively with the Central Office Services (COS) staff to facilitate the bulk mail projects. Graphics 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**

Jefferson College has a wide assortment of professionally-taken photos available to the campus community. Please contact the Public Relations & Marketing/Graphics to request photos for any printed piece. The images used in promoting Jefferson should highlight the emotion and environment surrounding Jefferson College. Incorporate images that offer a creative perspective through subject matter, cropping or unusual angles. Images used for printed materials must be printed at 300 dpi. Please contact Public Relations & Marketing/Graphics to request a photoshoot 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 channel 989 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 Media Specialist Matt Keeney at [mkeeney@jeffco.edu](mailto:mkeeney@jeffco.edu).

## **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. For website assistance please contact Webmaster & Digital Marketing Coordinator Erin Bova at [ebova@jeffco.edu](mailto:ebova@jeffco.edu).

*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. For social media assistance please contact Webmaster & Digital Marketing Coordinator Erin Bova at [ebova@jeffco.edu](mailto:ebova@jeffco.edu).

*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 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

The following documents are available for viewing, downloading, or printing from the College website by following this link:

[www.jeffco.edu/current-students/information/consumer-information](http://www.jeffco.edu/current-students/information/consumer-information)

([www.jeffco.edu](http://www.jeffco.edu): Click “About – General Information – Consumer Info”).

1. **Notice of Availability of Institutional and Financial Aid Information:** Lists availability of financial aid, steps to apply, and costs of attending and estimated budgets. Student Loans: Lists information about Federal Direct Loans, including Repayment Information. Printed information is available from the Office of Student Financial Services, located on the first floor of the Student Center Building, (636) 481-3212.
2. **College General Catalog:** Contains current academic & career-technical degree and training programs and 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 electronically. For questions, please contact the Office of Enrollment Services, first floor of the Student Center Building, (636) 481-3207.
3. **Student Refund Policies:** Summarizes refund policies and procedures, and return of Title IV grant/loan assistance. Policies are located in the College General Catalog and related information is available in the brochure titled Federal Overpayment Policy. Printed copies are available from the Office of Student Financial Services, located on the first floor of the Student Center Building, (636) 481-3212.
4. **Facilities and Services for Students with Disabilities:** The Disability Support Services Manual contains a listing of special facilities and services available for students with disabilities. Copies are available from the Office of Disability Support Services, located on the first floor of the Technology Center, Room 101, (636) 481-3169.
5. **Completion, Transfer and Retention Rates:** Contains completion, transfer, and retention rate information for first-time, full-time, degree-seeking students and athletic program participation rates. Copies are available from Office of Institutional Research located on the second floor of the Technology Center, Room 201, (636) 481-3210.

6. **Annual Security and Fire Safety Report (Clery Act):** Contains required security policies and procedures, titles of Campus Security Authorities, and crime statistics. Copies are available from the Jefferson College Police Department (JCPD) Office, 802 Mel Carnahan Drive, Apartment 214, Hillsboro, MO 63050; JCPD Office, Jefferson College Arnold, 1687 Missouri State Road, Arnold, MO 63010; or Administration Office, Jefferson College Imperial, 4400 Jeffco Boulevard, Arnold, MO 63010; 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 Police Department Office, 802 Mel Carnahan Drive, Apartment 214, Hillsboro, MO 63050; JCPD Office, Jefferson College Arnold, 1687 Missouri State Road, Arnold, MO 63010; or Administration Office, Jefferson College Imperial, 4400 Jeffco Boulevard, Arnold, MO 63010; 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 Office of Enrollment Services, first floor of the Student Center Building, (636) 481-3209.
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 Student Compliance Office, top floor of the Student Center Building, (636) 481-3262.
11. **Notice of Potential Use of Student Data for Academic Research:**  
All Jefferson College students are advised that their academic data may, subject to federal privacy (FERPA) and research laws (45 CFR 46), be accessed for the purposes of academic research. This may be reported out in order to meet the requirements of federal or state reporting laws, or it may be used to support appropriate academic research. In all such cases, no published data or reports will include information specific to any individual student.

# Board of Trustees



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Term Expires 2027



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Term Expires 2027

# Administrative Officers



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*Jefferson College President*



**Dr. Chris DeGeare**  
*Vice President of Instruction*



**Mr. Daryl Gehbauer**  
*Vice President of Finance & Administration*



**Dr. Kimberly Harvey-Manus**  
*Vice President of Student Services*



**Dr. Josephine Kershaw**  
*Dean of Instruction*

# Facilities – Hillsboro Campus



**Arts and Sciences I (ASI)** includes vending machines and a student lounge with wireless Internet access. Students can also meet with the University of Missouri-St. Louis transfer specialists about completing their four-year degrees.

**Arts and Sciences II (ASII)** has a sunny student lounge and a computer laboratory.



The **Career & Technical Education Building (CTE)** includes the Workforce Development and Employment Services office, Career Closet, a student lounge with wireless Internet access, snack bar, and vending machines.

**The Field House (FH)** provides a variety of activities for students, faculty, and staff. The fitness center was recently renovated and features a variety of new equipment. It is equipped with Matrix machines, treadmills, rowing machines, elliptical and stationary bikes. The center is also equipped with televisions for viewing. There is an abundance of free weights for those wishing to strength train. Patrons must be 16 years of age or older to use the Fitness Center. The indoor track allows you to walk/run with the convenience of being inside. The gym floor is also available for activities such as basketball and volleyball from 8 a.m. - 12 p.m. In addition, the Field House has a wheel chair lift system. The system is available inside one of the stairwells and will allow a wheelchair to access the upper level.



The **Fine Arts Building (FA)** hosts many cultural events throughout the year including ethnic festivals, concerts, musicals, and plays. The Fine Arts Building is also home to many art exhibits.

**The Library (LIB)** is newly renovated and has lots of space for group study and hang-outs. Several times a year the Library hosts musical groups, academic speakers, panel discussions, activities to help you de-stress and other fun events. The first floor of the Library is for collaborations of all kinds, the second floor is for quiet study.



**The Student Center (SC)** lower level includes Student Development, and a cafeteria with wireless Internet access. An ATM is available next to the Cafeteria. The Bookstore is also located on the lower level of the Student Center. Students may

purchase college attire, books, and supplies for courses. In addition, there is a beautiful outdoor brick patio where students can study and interact. Students can also meet with the Missouri Baptist University transfer specialists about completing their four-year degrees. The main floor of the Student Center is the “one stop shop” for student needs. Students can meet with Admissions, process financial aid, meet with advising specialists, register for classes, pay bills, get a student ID and parking sticker. The top floor of the Student Center houses the Vice President of Student Services, Project SUCCESS, Comtrea on Campus counseling services, the Behavioral Concerns and Student Conduct office and can be reached at 636-481-3262.

**The Technology Center (TC)** offers the Academic Success Center which includes the Math Lab, Writing Lab, IT Lab, Science Lab, Foundations Lab and Tutoring Services on the first floor. The Disability Support Services office is also on the first floor. The Technology Center also offers student lounges.



Many of the high school students enrolled in the Area Technical School at the College attend classes in the **Area Technical School (ATS)** Building. The ATS, 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.

For information on all building descriptions and maps visit [www.jeffco.edu/locations](http://www.jeffco.edu/locations) or scan here →



# Jefferson College

## HILLSBORO CAMPUS MAP

**Technology Center (TC)**  
 Academic Success Center (ASC)  
 Adult Education & Literacy  
 Business Management  
 Computer Systems  
 Disability Support Services  
 Student Lounge

**Careers & Technical Education (CTE)**  
 Information Technology  
 HVAC, Healthcare Programs  
 Precision Machine Technology (PMT)  
 Veterinary Technology  
 Welding Technology  
 Workforce Development  
 Student Lounge, Micro Mart

**Area Technical School (ATS)**  
 High School Programs

**Student Center (SC)**  
 Admissions, Bookstore,  
 Address Change  
 Career Transfer, Counseling,  
 Financial Aid, Project SUCCESS,  
 Student Development,  
 Voting Booth, "Village" Tour

**Arts & Sciences I (ASI)**  
 Student Lounge

**Arts & Sciences II (ASII)**  
 Student Lounge

**Library (LB)**

**Administration (ADM)**  
 President,  
 Board Room, Business Office,  
 Financial Services, Records,  
 Jefferson College Policies,  
 Public Relations & Marketing

**Field House (FH)**  
 Athletic Dept. Offices,  
 Gym, Indoor Track,  
 Locker Rooms

**Observatory**

**Softball Field**

**Baseball Field**

**Soccer Field & Track**

**Pond**

**Veterans Memorial Drive**

**Viking Drive**

**Mel Camahani Drive**

**Jefferson College Drive**

**PARKING LOTS**  
 1 YELLOW LOT  
 2 ORANGE LOT  
 3 RED LOT  
 4 BLUE LOT  
 5 PURPLE LOT  
 6 GREEN LOT  
 7 WHITE LOT

**VISITOR PARKING**  
**FACILITY PARKING**  
**ACCESSIBLE PARKING**  
**RESTRICTED PARKING**

In Case of Emergency  
 Call 911 or Campus Police  
 at 636-481-3500

### Gender-neutral restrooms:

- AS II - First floor restrooms next to Online Learning located in Room 303
- CTE - Main level restrooms next to Room 174
- Library - First floor single-use restroom down the hallway next to the Circulation Desk

### Lactation rooms:

- ASI - Room #107D, see Tina Jokerst, Room #110
- CTE - Room #142D, left unlocked
- Library - Two rooms available, see Library Staff