

Mid-South

Community College

Employee Handbook

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College Mission

Mid-South Community College is a public two-year institution of higher education with an open-door admission policy, serving Crittenden County, Arkansas, and the surrounding areas with a comprehensive educational program. The College is committed to economic development in the Arkansas Delta through the provision of high quality, affordable, and convenient learning opportunities and services consistent with identified student, community, and regional needs.

To meet these needs, the College provides quality academic and support programs, personnel, technology, administrative services, and facilities necessary to respond in a timely and effective manner.

College Purposes

- To provide community college general education and technical curricula which prepare students for further education, employment, and lifelong learning.
- To provide academic resources, technology, and learning support programming to foster student success.
- To provide extra-curricular activities that promote wellness, leadership development, good citizenship, and cultural growth.
- To foster economic development by providing a training and educational link between the College and business and industry.
- To provide local access to baccalaureate and graduate education through partnerships with universities and four-year colleges.
- To support cultural and community events.

MSCC Value Statements

Mid-South Community College is committed to:

Access: Access, opportunity, and support for those who may benefit from its programs and services.

A Positive Campus Environment: A working and learning environment that encourages freedom of inquiry and values integrity, courtesy, and involvement in decision-making while respecting cultural diversity and individual differences.

Community and Civic Responsibility: Civic responsibility through planned learning experiences and through collaboration with local organizations to enhance the quality of life for all citizens of the community.

Quality and Accountability: Quality instruction and the effective use of technology, resources, and support services through continuous assessment of needs, programs and services.

Responsiveness: Responsiveness to economic, cultural, social, and human development by serving as a catalyst for community and educational improvements.

Learning and Individual Goal Achievement: Educational programs designed to motivate, challenge, and reward excellence in those who utilize and provide them.

MSCC Accreditation

Mid-South Community College is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools, 230 South LaSalle Street, Suite 7-500, Chicago, IL 60604-1413, (800) 621-7440, www.hlc.org.

Statement of Non-Discrimination

Mid-South Community College is committed to equal access to education and employment for all qualified persons regardless of race, color, religion, sex, national origin, age, disability, DNA information, or veteran status. No employee of MSCC shall, on the basis of race, color, sex, national origin, age, disability or veteran status, be subjected to any discrimination prohibited by law. This policy applies to recruitment, employment, and subsequent placement, training, promotion, compensation, continuation, probation, discharge, and other terms and conditions of employment over which the College has jurisdiction. The individual responsible for application of the above federal requirements at MSCC is the Executive Vice President.

Any employee who believes he/she has been discriminated against may file a grievance and follow the procedures outlined in Chapter 3 of this handbook.

Use of This Handbook

The Employee Handbook does not, and is not intended to, constitute an employment contract. Employment at Mid-South Community College is “at will” and may be terminated at any time and without cause by either the employee or the College unless other provisions are agreed upon in writing by the employee and the President.

The purpose of this handbook is to explain the responsibilities and privileges of faculty and staff and to serve as a condensed overview of the College’s policies and procedures, which employees are required to follow.

Other policies and procedures related to student life and academic programs are provided in the College Catalog. All employees are expected to have copies of this handbook and of the catalog and to be familiar with the contents of both publications.

Policies and procedures contained in this handbook and in the College Catalog emanate from the MSCC Board of Trustees Policy Manual, which is available through the MSCC web-site (www.midsouthcc.edu) or from the Human Resources Office.

The College President has the right to change the operating procedures of the College; and when official policies affecting material contained in this handbook or the catalog are changed by action of the Board of Trustees or other governing agencies, such changes supersede previous policies as of the date of their approval or issuance. Employees will be notified by e-mail when approved changes are made to the electronic handbook on the College web-site. Interim changes will be subsequently incorporated into the next published edition.

Chapter 1

**Governance,
Planning
and Institutional
Effectiveness**

Governance, Planning, and Institutional Effectiveness

Organizational Chart

For the most current organization chart for the college, go to <K:\Shared\MSCC\TELEPHONE Stuff - list, instructions, etc.>

Standing and Ad Hoc Committees

Participation in standing committees provides the primary means by which MSCC employees and students can be involved in shared governance of the institution. Committees serve in an advisory capacity to the President and the senior staff. Employees with an interest in a particular committee should inform the Executive Vice President. Each year prior to the fall semester, recommendations for membership are made to and approved by the President. Every effort will be made to respond to individual preferences in committee appointments; however, care is also taken to ensure that committee appointments reflect diversity in membership.

All committee meetings are open, and agenda and minutes for each meeting are posted on the shared administrative directory, K:\Shared\Committee Info & Minutes. Membership lists are published in the fall semester of each fiscal year. The standing committees for MSCC are as follows:

Standing Committees

Academic Assessment

Purpose: To evaluate, monitor and refine student learning outcomes to inform planning and budgeting in support of program improvement; to evaluate the academic assessment program; to prepare interim reports to appropriate faculty, administrators, and committees regarding assessment outcomes and programmatic effectiveness; and report on student learning outcomes in the annual assessment report for the Board of Trustees and other college constituencies.

Membership: Faculty program coordinators from general education and technical areas as appointed by the Executive Vice President, a representative from the Learning Success Center tutorial program, the Placement Testing Coordinator, two faculty members, and an appointed student representative. The chairperson shall be the Vice President of Learning and Instruction.

Curriculum

Purpose: To monitor the quality, appropriateness, and currency of curricula in supporting the college mission to provide “quality academic programs” for further education, for employment, and for life long learning; and to review and evaluate for approval all additions, modifications, and deletions of credit courses and academic programs at the college.

Membership: Faculty representatives from general education and technical areas as appointed by the Executive Vice President; the Registrar, a representative of the Library, and an appointed student representative. The chairperson shall be a faculty member appointed by the Executive Vice President.

Enrollment Management

Purpose: To implement a system’s approach to establishing optimum student enrollment and retention to goal achievement. The committee, which may be divided into task forces for retention and recruiting, will help plan and implement recruiting and retention initiatives

including high school visits; marketing materials; academic advising; and tutorial, library, other support services.

Membership: Appointed by the Executive Vice President to ensure cross-functional participation in support of outreach, recruitment, and retention to goal achievement. Membership shall include the Coordinator of Career Services, representatives from the TRIO EOC and SSS programs, Adult Education, the college faculty, an appointed student representative, and a community representative selected by the committee. The Co-Chairpersons shall be the Director of Recruiting and the Director of Admissions.

Instructional Technology

Purpose: To effectively utilize and integrate technology in support of student access to courses, of improved learning outcomes, and of retention to goal achievement.

Membership: the Director of Retention, the Title III Instructional Technology Specialist, the Web and Media Developer, the Coordinator of the University Center, and representatives from Information Technologies and the faculty. The Chairperson shall be the Instructional Systems Technician.

Planning and Institutional Effectiveness

Purpose: To develop strategic planning goals for the institution and to coordinate goals and objectives developed by college constituencies in support of annual institutional planning; to develop and monitor productivity goals in support of institutional effectiveness; and to disseminate annual planning and productivity plans and reports to College constituencies.

Membership: The vice presidents, faculty senate president, the Director of Grants Administration, a support staff representative and other at-large members as appointed by the Executive Vice President. The Executive Vice President serves as Committee Chair.

Emergency Preparedness and Safety

Purpose: To monitor and revise the College's Emergency Preparedness and Safety Handbook and to plan safety, emergency, and disaster preparedness training to ensure the College is in compliance with state and federal requirements.

Membership: The Director of the Physical Plant, the Director of Campus Safety; the Evening Coordinator, the Director of Data Systems Management, the Director of Marketing, and others as appointed by the Executive Vice President. The Chairperson is appointed by the Executive Vice President.

Scholarship and Awards

Purpose: To determine criteria for MSCC scholarships and student/employee awards; to promote awareness of available scholarships and awards; and to review and evaluate the selection of nominees for scholarships and awards.

Membership: Representation from Financial Aid, Advancement, Marketing, Recruiting or Admissions, the faculty, support staff, and others as appointed by the Executive Vice President. The Chairperson shall be the Director of Financial Aid and Human Resources.

Student Activities

Purpose: To plan, implement, and monitor a coherent program of student activities and clubs that supports student academic development, wellness, and citizenship.

Membership: Student organization sponsors, representation from intramurals, the faculty, TRIO EOC and SSS, an appointed student representative, and others as appointed by the Executive Vice President. The Chairperson shall be the Vice President for Student Affairs.

Ad Hoc Committees

Ad Hoc committees are those which are formed in response to a specific short-term need. Committee memberships may vary according to special need.

Academic Appeals Committee

Purpose: To hear and consider student grade appeals or other student grievances regarding academic concerns and make recommendations regarding resolution.

Financial Appeals Committee

Purpose: To hear and consider student appeals for refunds of tuition or other fees or for reviews of financial aid eligibility determinations and make recommendations for resolution.

Grievance Committee

Purpose: To hear and render decisions regarding student or employee complaints about alleged actions of discrimination, harassment, or other infringements of individual rights which have not been resolved prior to committee action.

Student-Faculty Judiciary Committee

Purpose: To hear cases of alleged violations of policies which are referred by the Vice President for Student Affairs and render judgments about the validity of charges and make recommendations for a course of action.

Institutional Planning and Budgeting

Institutional planning at MSCC establishes multi-year strategic goals and objectives that move the College toward achieving its mission and purposes. Each year, employees are provided the opportunity to participate in establishing annual objectives and budget priorities.

The President presents the proposed budget to the Board of Trustees for its review and approval prior to submission to the Arkansas Department of Higher Education. The MSCC Institutional Plan and annual budget are available in the MSCC Sandra C. Goldsby Library and on the MSCC web-site, www.midsouthcc.edu.

Strategic Goals for 2008-2011

I. MSCC will expand access to learning by

- **identifying ways we can improve access for the complete spectrum of learners in our communities of interest.**

Goal: Develop new programs that address student interests and economic growth.

Goal: Strengthen partnerships with public schools to increase dual enrollment of high school students.

Goal: Expand flexible delivery systems that address the time constraints of adult students.

- **recruiting, enrolling, and retaining increasing numbers of students.**

Goal: Increase enrollment by an average of 5% a year until the total fall semester enrollment reaches and is maintained at a headcount of at least 2000.

II. MSCC will improve learning by

- **engaging in continuous improvement of student, faculty, and staff learning.**

Goal: Increase professional growth opportunities for faculty and staff in support of student learning and retention to goal achievement.

- **regularly and systematically evaluating and improving our processes.**

Goal: Compare favorably with its peers as measured by national and/or state benchmarks.

Goal: Continue to improve the teaching/ learning process through assessing student learning.

- **providing a comprehensive and responsive academic support system that recognizes students as central to the learning process**

Goal: Improve support services for under-prepared students.

Goal: Increase extracurricular options that enhance student academic success and engagement with the institution.

Goal: Develop improved teaching/learning strategies that promote retention and academic success.

III. MSCC will support regional economic development by

- **providing more flexible training/education programs to meet the needs of business and industry.**

Goal: Develop/strengthen career pathways with emphasis on student preparation for STEM careers.

- **supporting and expanding partnerships with educational, philanthropic, and government agencies and other higher education institutions to increase breadth and depth in business/industry training.**

Goal: Pursue stronger communication with area business/industry regarding programs and services provided by the college.

Goal: Pursue community development through service outreach and cultural activities.

V. MSCC will manage its resources effectively by

- **providing excellent human, physical, and fiscal resources that promote student learning.**

Goal: Enhance use of technology to support student advising, and counseling and to improve institutional efficiency.

Goal: Obtain and effectively manage external resources to enhance facilities and programs

Goal: Increase MSCC Foundation resources

- **promoting community on campus with an environment that encourages mutual respect and positive relationships.**

Goal: Enhance morale, institutional loyalty, and positive relationships among employees.

Vision Statement – MSCC in 2010

- **Leading:** acknowledged as an energetic, resourceful organization that is focused on carrying out clear plans for growth in programs, services, and people; recognized for our quality and the range of programs and services responsive to our communities; and known for using technology to our greatest advantage in terms of equipment, technical support, educational programs, and learning strategies.
- **Empowering:** known for our commitment to celebrating the strength and diversity of our people and our determination to help our students advance from under-education, uncertainty, and dependence to knowledge, self-understanding, and autonomy
- **Nurturing:** recognized for consistently displaying compassion and concern for individuals and providing the learning resources and student support services necessary for those individuals to meet their educational goals.
- **Serving:** seen by our communities as THE educational provider of choice for all ages, meeting the diverse educational and cultural needs of our communities; offering a diverse curriculum which both meets the needs of basic students and challenges the abilities of the most advanced; supporting student needs and interests through a range of organizations and activities; meeting the region’s employment needs with a range of occupationally-oriented majors; and brokering services for educational programs beyond MSCC’s mission and scope.

Academic Assessment and Institutional Effectiveness

MSCC is committed to quality evaluation of student learning and institutional effectiveness. The following principles guide institutional improvement:

- Academic assessment efforts focus the College on improving student learning and goal achievement which will result in higher quality instruction, curriculum, and support services.
- Institutional effectiveness procedures involve all areas of the College and seek input from all constituencies in the identification or development of measurement tools and use of the data collected.
- Evaluation procedures are designed, with careful consideration before implementation, to be flexible and accommodating as well as open to rethinking and refinement.
- Evaluation efforts are based upon data collection and analyses to inform institutional planning and budgeting and help the College accomplish its mission and purposes.

The College’s annual academic assessment report is available in the Sandra C. Goldsby Library and on the College’s web-site.

Institutional effectiveness is evaluated by productivity measures. Critical success factors and Strategic Goals identified for evaluation for 2008-2009 are as follows:

MSCC will expand access to learning...

Productivity Measure 1: Credit and non-credit student enrollments will increase.

MSCC will improve learning...

Productivity Measure 2: Students requiring remediation will succeed in their developmental and collegiate courses.

Productivity Measure 3: The 5-year rolling average 3-year graduation rate for first-time full-time degree-seeking students will be at or above the average for all Arkansas 2-year colleges.

Productivity Measure 4: Students will gain the knowledge and skills appropriate to their chosen program of study.

MSCC will support learning...

Productivity Measure 5: Students will take advantage of MSCC's learning support system.

MSCC will manage its resources effectively...

Productivity Measure 6: MSCC will acquire and wisely manage the fiscal resources necessary to meet its goals.

Productivity Measure 7: All MSCC departments will develop and annually evaluate departmental plans which support the strategic goals of the institution

Productivity Measure 8: MSCC constituents will be satisfied with institutional support of the learning and working environment.

The complete plan is available on the MSCC website.

Chapter 2

**Operational Responsibilities
And Procedures**

Operational Responsibilities and Procedures

Building Use Policies

Food and drink are not allowed in College classrooms. Exceptions are allowed in NC100, and MH104, MH106, MH108, and TC102, when scheduled with the Administrative Assistant to the Executive Vice President in advance.

Employees and students should not tape, nail, or tack pictures, flyers, or other materials to the walls or doors of classrooms or offices. Maintenance requests should be completed and approved by the employee's supervisor and appropriate vice president, so that materials can be hung without damaging the facilities.

Employees must have approval from their supervisor, appropriate vice president, and the Physical Plant Director prior to installing/using any electrical appliances such as coffee pots, hotplates, or space heaters that may create a fire hazard.

Neither employees nor students should bring children to campus for extended periods of time. Parents may not bring children to class or work or leave them unsupervised on College property. Employees should immediately report such instances to the security officers or to the administrator in charge.

Business Hours

The College's administrative offices are open 8:00 a.m. to 6:00 p.m. Monday-Thursday and 8:00 a.m. to 4:30 p.m. on Friday during the fall and spring semesters. Summer hours, which may vary, are announced prior to the summer term.

Access to facilities when the College is closed for business after normal work hours and during weekends and holidays is restricted. Employees wishing to work on campus must have approval of their vice president who has responsibility for providing access.

College Environment

MSCC provides a collegial learning environment for students and employees which is friendly and supportive. Employees are encouraged to interact with students and other employees within and beyond the office or classroom, but without establishing intimate relationships or involvement in others' personal lives which exceeds expected professional behavior or responsibilities.

Because friendly interactions with College instructors and staff positively impact student retention, employees are encouraged to develop amiable relationships with students. However, care should be taken to ensure that relationships center upon the teaching and guidance of students and do not become so personal that employees can be accused of favoritism or be subjected to sexual harassment complaints.

Civility and Courtesy

All individuals working for the College should treat other employees and those persons accessing the College's services and programs as customers deserving of respect, courtesy, consideration, and prompt assistance or response. Behavior which is rude or disruptive will not be tolerated, nor will behavior be tolerated which is discriminatory in that it creates a hostile working or learning environment. Collaboration and collegiality should take precedence over competition and individual advancement at others' expense. Employees and students who exhibit inappropriate behavior are subject to disciplinary proceedings.

Dress Code

The following guidelines apply to all MSCC employees, as well as volunteers and employees of other agencies stationed on the MSCC campus, while they are engaged in any capacity where they are representing MSCC. Employees' immediate supervisors are responsible for the enforcement of this policy.

MSCC employees are encouraged to adopt a "business casual" form of dress. Because "business casual" is subjective and difficult to define, it is up to the individual to dress in a manner which is appropriate to his/her duties and schedule.

The following are a few suggestions for appropriate dress at MSCC during regular workdays.

Khakis	Denim (except jeans)	Skirts/dresses/jumpers
Polo/golf shirts	Oxford/Button-down shirts	Blouses
Vest/sweaters	Ties (optional)	
Blazers/Sport coats	Dress slacks	

The following dress would be considered inappropriate for MSCC employees during regular workdays.

Jeans (of any color)	Sports/casual shorts	Spandex/Leggings
Beachwear-type sandals	Athletic shoes	Tube-top dresses
Sweat suits, wind suits	Oversize T-shirts/tank tops	Strapless or spaghetti-strap apparel

Clothes should always be clean, pressed, and in good condition.

Inappropriate clothing can also be defined as low cut, form/tight fitting clothing or excessively short skirts (a good rule of thumb is not more than three inches above the knee or below the collar bone).

While contemporary "business casual" dress is appropriate for most occasions, other occasions may require "traditional business" attire. Such occasions would include, but are not limited to, formal meetings with the public or business executives and off-campus conferences or workshops.

It is impossible to comprehensively define all apparel that might be considered inappropriate. Therefore, it is the responsibility of each employee to use discretion and common sense. As a rule of thumb, if an employee thinks his/her dress might be too casual, it probably is.

The appropriate supervisor should be informed of and asked to approve any deviations from the policy due to special circumstances such as medical or health problems. Supervisors are responsible for enforcement of this policy with their staff. Employees should understand that inappropriate dress might result in their being asked to change into appropriate attire in order to continue the workday.

Any disagreements over enforcement of this policy should be worked out first, between the employee and the appropriate supervisor; second, among the employee, supervisor, and the appropriate vice president.

Intimate Relationships

Because the community which the College serves is small, inevitably employees and students will have family and personal relationships which can, or can be construed to, affect the workplace or the classroom. Consequently, instructors should not teach family members or

persons with whom they have intimate relationships, and they should not establish intimate relationships with students who enroll in their classes. Similarly, staff should not directly supervise family members or persons with whom they have intimate relationships, and they should not establish such relationship with employees who report to them in any capacity.

The following examples suggest interactions appropriate to the MSCC environment:

- An instructor may, with the necessary supervisory approvals, invite an entire class to his/her home for a course-related event, but may not invite an individual student to his/her home for dinner, conference, or other purpose.
- An instructor may invite an individual student for coffee, lunch, or a snack in the Reynolds Center, but not for an off-campus meeting at a restaurant, bar, night club, or recreational event.
- An instructor should not date or engage in a sexual relationship with a student in his/her class or one who can be expected to later enroll in one of his/her classes. Similarly, a staff member should not date or engage in a sexual relationship with another employee who reports to him/her.
- Employees may choose whether classroom or workplace interactions are casual or formal, but employees should avoid behavior or language which is overly familiar or sexually suggestive.
- Employees may provide advice to students regarding behaviors or personal problems which interfere with their academic progress, but employees should not assume the role of professional counselor or attempt to resolve students' personal problems. Students who appear to require professional counseling or referrals to community service agencies should be referred to Learning Success Center staff who can direct students to appropriate local agencies.

Instructors are expected to assist/tutor students outside of class, but such meetings are best held in the Learning Success Center or other public areas. When instructors choose to meet privately with students in their offices, they are advised to leave their office doors open.

Computer Use

Computer and networking resources are provided by Mid-South Community College to enhance teaching, learning, service, and the activities which support them. MSCC is committed to a computing system which effectively meets the needs of users. Employees who need instruction may contact the Director of Information Technologies to request short-term help or consult with their supervisor about enrolling in credit/noncredit classes.

Employees who order software must ensure that orders are sent to the attention of MSCC's Information Technology Department and that all licenses are held by the Information Technology Department, and not by individuals.

Individuals who are granted computing accounts or who use the computing resources of the College accept responsibility with the access which is granted. Each user is expected to use accounts or resources for the educational or administrative purposes approved by the College. Activities beyond these stated purposes are strictly prohibited, and employees have no reasonable expectation that their computer and email files are private. Employees' electronic files, including e-mail, are subject to public inspection and copying under the state Freedom of Information Act, Ark. Code Ann. §§25-19-101et seq.

The Computer Use Policy for MSCC is stated below. Violations of this directive will be reviewed through established College judicial and administrative procedures and may result in a

loss of access as well as other College disciplinary or legal actions. Users may use the same procedures to challenge actions which restrict computer usage.

- Users shall access only those computer resources which have been authorized for their use. Computer resources include but are not limited to computer equipment, software, operating systems, storage media, network accounts, e-mail, WWW browsing, FTP, and wireless access, and accessing them via Internet, Intranet, or Extranet.
- Employees shall use computer resources only for authorized purposes and not for private consulting, personal gain, or recreational purposes
- Access to computer resources and the Internet is a privilege granted by MSCC; it is not an automatic right which accompanies the payment of tuition and/or fees. Users must login using their own approved usernames so that responsibility for the work can be determined and users can be contacted in unusual situations.
- Users are responsible for the maintenance and secrecy of their own passwords to prevent unauthorized usage of their accounts.
- This directive should not prevent informal communication among students, faculty, and staff.
- Usage is monitored by Information Technologies staff. If deemed necessary, certain types of transmission or websites might be blocked or severely limited.
- Inappropriate use of computer resources includes but is not limited to the following:
 - Using someone else's account;
 - Harassing or insulting others;
 - Sending or displaying obscene or pornographic or offensive or defamatory or discriminatory messages, pictures, language, graphics, songs, etc.;
 - Forwarding messages that have been identified as 'virus infected';
 - Engaging in 'phishing', 'spamming', or other fraudulent activities;
 - Eating or drinking in the computer labs.
- Configurations of lab hardware and software shall not be altered including, but not limited to, the following:
 - Modifying backgrounds, wallpapers, icons, etc.;
 - Downloading and installing screen savers;
 - Installing Yahoo Messenger, ICQ, or other programs.
- Intentional introduction of a computer virus is a serious offense subject to the strictest disciplinary regulations of the College. Any user who is notified that a virus was detected on a diskette must destroy the diskette or have an Information Systems staff member disinfect the diskette immediately. Portable media includes but is not limited to diskettes, CD's, DVD's, jump drives, and hard drives.
- Inappropriate use of computer resources includes but is not limited to the following:
 - Sending or displaying obscene or offensive messages, pictures, language, graphics, songs, etc.;
 - Forwarding messages that have been identified as "virus infected";

- Posting or disseminating personal or sensitive information about another person; posting or disseminating “hate” messages or other harassing communication by electronic mail or other electronic communication;
- Using electronic communication or resources to forge an academic document, to collude on examinations or other academic work, and/or to fabricate research;
- Using someone else’s account;
- Eating or drinking in the computer labs.
- Users shall not attempt to copy or destroy programs or files that belong to the College or other protected sources without prior authorization from the Vice President of Information Technologies.
 - Programs and data provided by the College may not be taken to other computer sites;
 - Individually owned programs and programs acquired at other computer sites cannot be used at the College without authorization.
- Users of software owned by the College must agree to abide by the limitations included in the copyright and license agreements entered into with vendors. Furthermore, it is the user's responsibility to become familiar with the specific copyrights and licensing agreements for each product before using it. It is unlawful to copy most software products. If other arrangements are made with a vendor, users must abide by stated provisions.
- Those users who have access to privileged or sensitive information may not disclose that information for any purposes other than approved official College business.
 - All sensitive information must be stored on authorized network devices. Users must not store un-encrypted confidential data on laptops or other portable devices which can be easily lost or stolen.
- Network administrators may review any electronic files and communications to maintain system integrity and ensure that users are using the system responsibly. Users should not expect that files or emails will be private.
- Students and guest users must log off at the end of each session.
- Those users who have access to privileged or sensitive information may not disclose that information for any purposes other than approved official College business.
- Users with remote access capability, this includes but not limited to Intranet, VPN, and VNC, must comply with this directive as if using on-campus equipment.
- Prevention of unauthorized use of computer resources, system accounts, e-mail, etc., is every user’s responsibility:
 - Employees must secure their workstations with a password-protected screensaver with the automatic feature set at 15 minutes or less, or by completely shutting down when the machine will be left unattended.
 - At the end of the day employee workstations must be shutdown, except for ‘update’ days.
 - Students and other users must log off at the end of each session.

Mid-South Community College can support the transfer of college email to employees’ telephones. However, doing so creates a possible security risk since email can contain confidential data. By using this service you consent to the following security procedures:

Employees will be required to set up a secure PIN number to access their phone in case a phone should be stolen or lost. In the event a phone is lost or stolen, employees should immediately notify ITECH. Our technicians can then immediately issue a remote wipe of the phone. Also, five incorrect attempts to enter a PIN will result in a wipe of the phone. In most cases a remote wipe will result in a reset to factory state of the phone. Each phone differs in its results, and the user is responsible for the risk associated with such action.

Employees who request the transfer of their work email to their telephones must agree to PIN access to emails and to immediate notification of ITECH when a phone is lost or stolen.

Confidentiality and Records

All College employees have a legal obligation to maintain confidentiality regarding a staff or faculty member's health or disability-related information. To that end, Supervisors and the Vice President for Finance and Administration shall provide information to staff and faculty only when necessary to facilitate accommodations.

Similarly, employees should not release information related to students' disabilities, attendance records, or grades to any non-employee or employee without a "right-to-know."

Disability Services

Employee requests for disability accommodations should be addressed to the Vice President, Finance and Administration. Student requests for physical access-accommodations and/or for academic and auxiliary aids should be addressed to the Vice President for Student Affairs. A Student's Guide to Disability Services, which provides specific information about student disability requirements, procedures, and accommodations, is available in the Learning Success Center and on the MSCC website at <http://www.midsouthcc.edu/studenterv/disabled.htm>.

Workplace Accommodations for Employees with Disabilities

The following guidelines have been approved by the President of the College, and they apply to all college employees.

Policy

MSCC values, and has an institutional commitment to provide, equal employment opportunities for qualified employees with disabilities in accordance with state and federal laws and regulations, including the Americans with Disabilities Act of 2008 (ADAA) and the Rehabilitation Act of 1973 (Section 504). Disability is defined as any physical or mental impairment that substantially limits a major life activity. To ensure equality of access for employees with disabilities, reasonable accommodations and auxiliary aids shall be provided to enable the employee to perform the essential functions of his/her job and to participate in all College programs and activities.

Implementation and Responsibility

- a) Employees are responsible for initiating requests for any desired disability related workplace accommodations. Requests should be made to the Vice President for Finance and Administration. (See Recommended Steps below for details of procedure.)
- b) The Vice President for Finance and Administration is responsible for receiving requests for workplace accommodations and informing employees of the process of determining what workplace accommodations are reasonable. The Vice President is responsible for

evaluating the request, determining what type of documentation is necessary, and determining if the requested accommodation is appropriate and effective.

- c) When supervisors have reason to believe that an employee's disability precludes the employee from initiating a request, they should consult with the Vice President for Finance and Administration regarding appropriate action to take.
- d) Compliance Officer — The ADA/Section 504 Compliance Officer for employment can provide information relating to the employment provisions of the ADA and employer obligations. The Compliance Officer may also be contacted for information regarding campus accessibility and resources for obtaining technical and assistive equipment as well as funding sources. The ADA/Section 504 Compliance Officer is the Executive Vice President, who may be reached in the Academic Affairs Office in Magruder Hall or by telephone at (870) 733-6730.

Process - Recommended Steps

- a) Request: The employee is responsible for requesting a workplace accommodation for his or her disability. Request forms are available on the shared administrative directory (K:\Shared\Forms). The request shall be made to the Vice President for Finance and Administration. Requests should include the following:
 - i. Name, social security number and telephone numbers
 - ii. Employment status and position title
 - iii. Supervisor name and telephone number
 - iv. Physical or mental condition and its duration
 - v. Nature of request
 - vi. Brief explanation of how the requested accommodation will enable the employee to perform the essential functions of his/her job.
- b) Discussion: When received, the Vice President of Finance and Administration will meet with the employee to acknowledge the request and explain the process.
- c) Documenting the Disability: The Vice President for Finance and Administration will evaluate the requested accommodation and will determine what type of documentation is necessary to verify the disability. This may vary depending on the nature and extent of the disability and the accommodation requested. It is the responsibility of the employee to provide the requested documentation regarding his or her disability. In the event the College determines it is appropriate to obtain a second professional opinion concerning the nature or impact of a physical or mental disability, the College will bear the cost of obtaining the second opinion. The request for an accommodation will be evaluated once all documentation has been submitted by the employee to the VP for Finance and Administration.
 - i. Does the employee's physical or mental condition limit one or more major life activities?
 - ii. Will the requested accommodation allow the employee to perform the essential job functions effectively?
 - iii. Will the requested accommodation alter or remove an essential function of the job?

- iv. What impact will the requested accommodation or modification have on the department or unit?

The College is not required to provide an accommodation that will have the effect of eliminating an essential function of the job in question or to provide an accommodation or service which is personal in nature, such as a hearing aid or wheelchair. Furthermore, the College is not required to lower performance, production or conduct standards or to alter attendance requirements expected of all employees.

- d) Notification: The Vice President for Finance & Administration shall provide the employee with written notification of the determination within fifteen (15) calendar days of receiving the completed request (including the requested documentation). If the determination includes an accommodation, the notice will also include the expected implementation date. If a situation should arise whereby the Vice President needs additional time to assess a request or to provide an accommodation, he or she shall provide the employee with written notification of the status of the request and the proposed date of determination.
- e) Notification: The Vice President for Finance and Administration shall notify the employee's supervisor of any approved reasonable workplace accommodation.

Resolving Disagreement

- a) Informal Process - In the event an employee disagrees with the determination and/or proposed accommodation, he or she may contact the Vice President for Finance and Administration.
- b) Formal Grievance Process – A formal grievance process is outlined in the MSCC Employee Handbook. See General Rules for Filing a Grievance beginning on page 51.

Drug-Free Workplace

Mid-South Community College is committed to an environment which is free from the influence of unlawful drugs. Possession, use, and/or distribution of alcoholic beverages in any form, and the use, manufacture, distribution, or possession of drugs, narcotics, and/or chemicals without medical prescription or medical supervision are prohibited on College property or at College activities. All employees are required to formally acknowledge their adherence to this policy by signing the appropriate form upon employment. In addition, each employee must attend a drug awareness session once per year.

Emergency Procedures

Accidents and Crimes

The Executive Vice President, the Director of Campus Safety, and campus security personnel are responsible for law enforcement, security, and emergency response. During the evening hours, the Evening Coordinator and security personnel provide emergency assistance. To report a crime or emergency, employees or students may contact security personnel or the Evening Coordinator by picking up a red phone located in the hallway of any building. If the situation warrants, calls will be routed by these authorized personnel to the West Memphis Police Department or to 911. Security personnel are regularly on duty from 7:45 a.m. to 10:00 p.m. Monday through Thursday and from 7:45 a.m. to 3:30 p.m. on Friday as well as other times when classes or events are in session.

All College employees have responsibility for ensuring a safe environment by reporting accidents and crimes. To assist them, the *MSCC Emergency Procedures and Safety Handbook* is provided to all employees and is available on the College's website.

The Campus Security Act (20 U.S.C. 1092f) requires colleges to report and record in its annual crime report the following crimes:

- Criminal homicide, including murder, non-negligent manslaughter, and negligent manslaughter
- Forcible and non-forcible sex offenses
- Robbery
- Aggravated assault
- Burglary
- Motor vehicle theft
- Arson
- Arrests for liquor law violations, drug law violations, and illegal weapons possessions.

Employees may obtain additional information about compliance with the Campus Security Act from the Executive Vice President.

Facilities Use by Employees, Students or External Groups

College employees, students and external agencies should contact the Administrative Assistant to the Executive Vice President to request the use of College facilities for meetings or other activities. Events which require support resources, such as maintenance set-ups, technical support, or catering must be approved in advance by the appropriate vice president and may incur associated fees charged to the employee's department or to the external agency. Additional information may be obtained from the Administrative Assistant to the Executive Vice President. Facilities Use forms are available on the shared administrative folder (K:\Shared\Forms\Facilities Use.doc) and online at <http://intra.midsouthcc.edu/>.

Graduation Ceremony

All full-time exempt employees are expected to assist with and/or attend the annual commencement ceremony. Absences must be approved by the President. Adjunct faculty and other part-time employees are invited to attend. A limited number of gowns and hoods are available from the Academic Affairs Office for adjunct faculty, who wish to participate in the ceremony, to borrow and return. Requests may be made to the Vice President for Learning and Instruction.

Health and Safety Policies

Accidents and Injuries

Employees who are injured on the job or who witness accidents or injuries to other personnel or students must report such incidents. Accidents and injuries which may involve a workman's compensation claim should be reported as soon as possible to the employee's supervisor, and the employee should contact the Human Resources Office to fill out the required paperwork.

Accidents or injuries to others should be reported immediately to a security officer, as well as to a vice president or to the administrator in charge during the evening hours. The

designated College official will determine if external emergency response is required. Employees and students must fill out and file an accident report with the Director of Campus Safety.

Blood-Borne Pathogens

Blood-borne pathogens are potentially infectious body fluids which include Hepatitis B Virus, Human Immunodeficiency Virus (HIV), and other infectious blood-borne diseases. Any person who encounters any form of body fluid from another person should report the incident to a College administrator. Additional information about procedures is available in the College Catalog.

Communicable Diseases

The College places high priority on protecting students and employees from the spread of chronic, communicable diseases such as hepatitis, tuberculosis, and Acquired Immune Deficiency Syndrome (AIDS). The College does not intend to exclude students with a chronic, communicable disease from attending or using College facilities, provided there is no significant risk of transmission to others. However, students may be denied admission or dismissed from a particular program or course of study whenever the disease presents a significant risk of transmission or has an effect on their ability to perform effectively.

Identification Badges

MSCC employees are issued a photo identification badge which should be worn while on campus. Badges must be turned in to the Human Resources Office when employment ends.

Inclement Weather Policy

Inclement weather may cause the cancellation of classes, or in the most severe cases, the closing of the College. Only the President or the Executive Vice President will determine when conditions justify cancellation of classes or closing of the College. When classes are cancelled, public service announcements will be given to WMC Channel 5 and FM100 Radio in Memphis, and an announcement will be posted on the MSCC web-site. Notifications regarding day classes will be made by 6:00 a.m., and notifications regarding night classes will be made by 4:00 p.m. whenever possible. When classes are cancelled, the following procedures will apply:

- All off-site programs affiliated with MSCC including, but not limited to, Business and Industry Education classes, Adult Education classes, Literacy Council tutoring appointments, as well as other colleges' classes and public events scheduled on the MSCC campus, shall also be canceled.
- Work study students, adjunct faculty, and part-time employees of the College are excused from reporting to work unless otherwise requested by their supervisors.
- Full-time faculty and staff are expected to work their normal schedule unless otherwise instructed by their supervisors. If a full-time faculty or staff member is not able to, or chooses not to, work as advised by his supervisor, personal leave or leave without pay must be taken for the hours missed.

When the college is closed for business due to inclement weather, employees will be notified by email, and a notice will be placed on the web-site.

Intellectual Property Rights

Any electronic or print materials/resources which are developed by employees as part of their paid employment at MSCC or with the support of College equipment, materials, or facilities are the property of the College. Any employee who intends to copyright, patent, or merchandise those materials or objects must obtain prior approval from the Executive Vice President. The Executive Vice President will initiate a review of ownership and appropriate legal protection for the College and the individual(s) within 60 days of the request for approval.

Lost and Found

Articles found on campus should be turned into the Learning Success Center in the Reynolds Center where they can be identified and claimed.

Mailboxes/Phone and E-Mail Messages for Employees

Internal mailboxes are provided in the administrative offices for staff and in Room 100 of Magruder Hall for full-time and part-time faculty. Personnel, including adjunct faculty, should check their boxes frequently for memos and announcements pertinent to the operation of the College. All full-time employees have voice mail to record telephone messages.

Telephone messages for adjunct instructors will be e-mailed to their college accounts. E-mail accounts are available for all MSCC employees and should be obtained via the appropriate supervisor. All faculty, full- and part-time, are expected to access e-mail for current notices and announcements.

On-campus e-mail addresses for College employees can be accessed through the Outlook Program by clicking on the Addresses icon on the toolbar at the top of the screen.

Maintenance, Equipment, and Supplies Requests

Building Maintenance Requests

Maintenance request forms are available on the shared administrative directory (K:\Shared\Forms\Maintenance Request.doc) and online at <http://intra.midsouthcc.edu/>. Forms must be filled out and approved by the requesting employee's supervisor and by the appropriate vice president before being placed in the maintenance mailbox. Emergency requests for maintenance during the evening hours must have the approval of the Evening Coordinator.

Business Card Requests

Full-time instructional and administrative staff, with supervisor approval, may order business cards through the Marketing and Public Relations Office. An electronic requisition should be completed, listing ASU Printing as the vendor and including the requester's name, title, telephone number and email address. The purchasing agent will send information to the Director of Marketing, who will place the order.

Computer/E-Mail Accounts

Requests for e-mail accounts and access to administrative and student record software include the user's name, office, phone number, type of employment (full- or part-time), and whether or not the individual is a student worker or intern. Requests must be approved by the immediate supervisor and the appropriate vice president and then forwarded to the Director of Information Technologies. Part-time and student worker accounts expire at the end of each semester.

Computer Maintenance Requests

Maintenance requests for office or classroom computers should be e-mailed to “ITech” and copied to the appropriate supervisor. Paper for printers should be requested on an Internal Supplies Requisition with supervisor approval. Emergency requests for ribbons, printer cartridges, and paper for the classrooms during the evening hours may be made through the Academic Affairs Office in Magruder Hall.

Duplicating Requests

All staff and instructional areas are issued account codes for use on the copy machines. Each administrative area is responsible for completing its own duplicating jobs. The evening clerical staff in the Academic Affairs Office can assist adjunct faculty with preparation and/or duplication of materials prior to 6 p.m.

Internal Form Requests

Employees who need to develop or revise forms for internal use should obtain approval from their supervisor and the appropriate vice president. Using a Creative Services Request form found in the shared administrative directory (K:\Shared\Forms\Creative Services Request.doc) and online at <http://intra.midsouthcc.edu/>, the employee should complete and forward the approved request to the Administrative Assistant to the Executive Vice President. All approved forms are numbered and filed electronically.

Internal Supply Requests

Employees may request office and instructional supplies by submitting internal supply requests which are available on the shared administrative directory (K:\Shared\Forms\Internal Request for Supplies.xls) and online at <http://intra.midsouthcc.edu/>. Employees should use order numbers provided in the internal supply catalogs to ensure receipt of the correct materials. Supply requests must be approved by the appropriate supervisor. Supplies will be placed in employees’ mailboxes or left for them in the supervising office. Forms and instructions are provided in the appendix.

Items not available from internal supplies may be purchased by submitting an electronic requisition.

TV/VCR/DVD Projector Requests and Maintenance

Classrooms are equipped with TV/VCRs or DVDs and projectors. Other equipment may be checked out from the Library Media Center. Instructors who need periodic use of computers and computer projectors may reserve a classroom in the Learning Success Center.

Maintenance and repair requests for non-computer-related instructional equipment should be reported to the Director of the MSCC Library Media Center—preferably by e-mail.

Media and Publicity

Mid-South Community College has an obligation to keep the public fully informed and to practice open disclosure. At the same time, news releases and public interviews must be handled in a thoughtful manner to assure the accuracy and appropriateness of statements released to the public. Employees and student groups should contact the Director of Marketing in advance regarding any media coverage which mentions the College. The following guidelines and procedures shall be followed in the release of public information.

Interviews

The Director of Marketing shall coordinate all prearranged interviews with the media. If an individual is contacted directly by the media, the Director of Marketing shall be immediately notified.

News Releases

Members of the faculty, staff, and administration will periodically have information and materials for release through mass media. However, employees shall not submit releases directly to the media. All such information or materials shall be submitted in writing to the Director of Marketing a minimum of ten days prior to the planned publication or broadcast date for review and approval by the President or his designee.

The Executive Vice President shall review, edit, amend as necessary, and release the item(s) to local, regional and state media, as appropriate. Such items include, but are not limited to, information about faculty and student accomplishments, campus activities, courses, registration and other such announcements.

All requests from the media for information concerning legal or controversial issues shall be referred to the Executive Vice President.

Public Mailings, Flyers, Advertisements

The College's initial impression on the public is often based on promotional materials or correspondence issued by its employees. To ensure acceptable quality in terms of visual appearance, accuracy, and conformance with approved usage of the College's logo, class schedules, brochures, flyers, surveys, bulk letters and other materials for public distribution must be approved in advance by the appropriate vice president, Executive Vice President, and the Director of Marketing prior to distribution.

The requesting employee should complete a Creative Services Request and obtain the necessary approvals prior to submitting materials to the Marketing and Public Relations Office. The Marketing and Public Relations staff will provide design and editorial assistance, but employees and their supervisors are responsible for developing content and for providing funding for printing and mailing costs.

Speaking Engagements

Employees who are asked, as formal representatives of the College, to speak to external groups, should obtain prior approval from their supervisor and the appropriate vice president and inform the Director of Marketing.

Web Pages

Material readily available to the public through departmental and instructional web pages accessed through the College's web-site must be approved by the appropriate vice president, the Executive Vice President and the Director of Marketing prior to posting.

Creative Services Request forms can be obtained from the administrative shared files (K:\Shared\Forms\Creative Services Request.doc) and online at <http://intra.midsouthcc.edu/>.

Notices, Solicitation and Distribution of Literature on College Property

Employees, individual students, and College-sanctioned student organizations wishing to post signs and notices on campus bulletin boards or wishing to distribute literature on the campus must inform and obtain approval from their supervisor and from the Executive Vice President.

No one may post or distribute materials which are libelous or obscene; which violate or encourage the violation of federal, state, or local laws; or which attempt to exploit the name, image, or reputation of the College for commercial purposes.

MSCC is not responsible for the validity of items posted on the public bulletin boards or materials distributed on the campus. Posted items will be removed, and the bulletin boards cleared at the discretion of the Executive Vice President.

Solicitations by External Agencies

Requests by external agencies to distribute flyers, post notices, or otherwise advertise their services, programs, or products must be approved in advance by the Executive Vice President. Generally, solicitation for private businesses or goods for sale is prohibited.

Political Activity

Employees are restricted by state law from using a College position or the College name in any form of political persuasion or influence including

- a) giving the impression that a political party, a political candidate, a political issue, or a partisan activity has the official or unofficial endorsement or support of the College.
- b) using a position with the College to directly/indirectly influence the voting or political affiliation of co-workers.
- c) causing any co-worker or student to give time, money, loans, or gifts to the support of any political organization or cause.

Parking Policy

Mid-South Community College requires any vehicle that will be used as transportation on campus, or to and from campus, be registered with the Admissions Office regardless of whether or not the vehicle will park on campus property. There is no charge for this registration. A person may register any number of vehicles. To do so, the registrant must complete a registration form which includes the license tag number. One parking permit will be issued for each vehicle. Faculty and Staff are required to register their vehicles only once, updating as needed due to vehicle sale or purchase. Students are required to register annually.

These parking permits are to be placed on the outside and positioned on the lower left side of the rear window.

Traffic Regulations

MSCC enforces all motor vehicle laws. In particular,

1. Campus speed limit is 15 mph. Driving in a manner or speed that is not reasonable or proper is prohibited.
2. Crosswalks must be respected, and pedestrians and bicycles have the right of way at all times.
3. Driving on lawns, sidewalks and other non-roadway locations is prohibited.
4. Parking along curbs, at docks, or other unmarked areas shall not be allowed. (Dock and service entrances are available for courier and package delivery services.)

Handicapped Parking

Handicapped spaces must be reserved for handicapped persons; violations are subject to fine by state/local authorities 24 hours a day, 7 days a week, without exception. Vehicles parked in handicapped spaces must properly display a state-approved handicap parking permit (i.e., a

license plate, placard, mirror hang, etc.) as issued through the Arkansas Department of Motor Vehicles or by authorized agencies of other states. MSCC requests a copy of this documentation also be provided to our Human Resources Office and/or Chief of Security.

MSCC can not issue Temporary Handicapped Parking Permits or otherwise allow vehicles without state-approved handicapped parking permits to park in handicapped spaces for any length of time. However, persons with a medically supported *short-term* disability may obtain a temporary Handicapped Parking Permit through the Arkansas Department of Motor Vehicles.

Refreshments, Use of Café Grille

The Café Grille provides a variety of food and set-up services for the campus and community. Any questions about what is available may be directed to the Vice President for Finance and Administration or the Food Services Director. Please note the following guidelines:

- No food may be purchased with state/federal funds for MSCC **employee only** meetings. Regulations do not allow refreshment expenses for employees.
- External organizations, MSCC organizations, or other meetings with non-employee or student attendees may provide food when they are using a room where food is allowed.
- All catering must be set-up through Beth Arnold as part of the Facilities Request Form and must use the MSCC Café Grille unless approval to use other sources is approved in advance by the VP for Finance or the Executive VP. Advance approval is required.
- Café Grille staff will handle set up and removal of catering items for external groups. However, when MSCC employees order limited items such as cookies, iced drinks, and desserts from the Café Grille, the meeting organizer is responsible for returning serving dishes and utensils to the Café Grille the same day the event is held. Employees also need to assist with cleaning up meeting rooms when events have ended by ensuring tables are cleared and leftover materials are taken or thrown away.
- Pot-lucks and other employee furnished meals may be held **ONLY** in rooms approved for food use, not in office areas and not in the Café Grille, in the Reynolds Rotunda, or in the University Center. Birthday cakes may be shared in office areas but should be kept out of areas accessible to the public.
- The Café Grill publishes a menu of items with prices for on-campus catered events. **Selections must be made from this list.**
- Once a food event has been approved, the requestor **may not** make any changes to menu or to the headcount of people to be served within 24 hours of the event. In making arrangements for food, it is better to overestimate attendees than to underestimate. However, payment must be made for unused food.

Rental of Equipment and Vehicles

Employees who need to rent equipment for special use, such as conference presentations, or to rent vehicles in lieu of using personal or College vehicles must obtain advance approval from their supervisor and the Vice President for Finance and Administration. Requests should be made in writing at least three weeks in advance.

Smoking Policy

Mid-South Community College has a vital interest in maintaining a healthy and safe environment for its students, faculty, staff and visitors. Consistent with these concerns and with

passage of the Arkansas Clean Air on Campus Act of 2009, the Mid-South Community College campus became smoke free on August 1, 2009. Smoking is prohibited the MSCC campus, including all buildings, grounds, and vehicles.

Student/Employee Information and Messages

College personnel may not take messages for students except in the case of an emergency.

Emergency Calls

Telephone calls or direct requests for students which are designated as an emergency should be referred to supervisory staff in the Learning Success Center or to the administrator on duty during the evening hours. The administrator will determine whether or not the student is to be contacted.

Requests for Students or Employees

Under no circumstances should an employee take or direct non-college personnel to a student or to an employee who is on campus. Anyone requesting to see a student should be referred to one of the vice presidents or to the administrator in charge during the evening hours. When necessary, the student will be informed who the party is and brought to an administrative office to see the person. Similarly, when unknown visitors ask for an employee, the best procedure is for staff or faculty to request the visitor's name and contact the employee by phone prior to sending the visitor directly to the employee's office.

Requests for Students' Educational Records

Students' educational records are confidential and are not released to unauthorized persons without the student's consent. Within the College community, only those members acting in the students' educational interest are allowed access to students' educational records. A copy of the full text of the Family Educational Rights and Privacy Act of 1974 is available in the Registrar's Office. Questions concerning the act and the MSCC student record policy may be referred to the Registrar.

Neither faculty nor staff should release information about students' attendance in classes or grades in classes to third parties or over the telephone to students. All such requests for information should be forwarded to the Registrar's Office.

Student Requests for Help

The Learning Success Center is the first place to which employees should refer students who ask about support services of any kind. LSC Staff will make referrals as needed.

Use of College Equipment, Property, and Vehicles

Employees are responsible for the conscientious use of College equipment, property, and vehicles. Computers, fax machines, and other office equipment are the property of the College and not of the individuals to whom they are assigned. College equipment should not be used for personal business or recreation. The College reserves the right to reassign equipment on a temporary or permanent basis depending upon institutional need. Employees should understand that privacy is not guaranteed since maintenance personnel, computer support personnel, and security personnel have access within the scope of their responsibility. Any office, filing cabinet, or computer may be subject to search with approval of the Executive Vice President.

Certain items such as laptop computers, projectors, and overhead projectors may be checked out by employees for work-related, off-campus use. Employees must fill out an Equipment Checkout form and obtain the necessary approvals before taking College equipment off-campus.

Employees who alter room set-ups for classes or meetings should return the furniture to its original configuration when finished.

Upon receipt of an approved Maintenance Request form, maintenance personnel will assist employees with major furniture rearrangement, with office moves, and with hanging pictures and bulletin boards.

College employees may use College vehicles for approved in-district and out-of-district travel. Procedures are explained in Chapter 4.

Use of Personal Property on College Premises

Employees should not use their personal possessions to furnish College facilities or to perform work assignments. The College cannot be held responsible for damage to or theft of such items.

Whistle Blower Policy

It is the policy of MSCC that an employee will be protected from adverse action because the employee reports in good faith the existence of any waste of public funds, property, or manpower or a violation of State law, rule, regulation or code of conduct designed to protect the interest of the public or a public employer. This policy excludes federal funds, property, or manpower. MSCC's Whistle Blower Policy complies with the Arkansas Whistle-Blower Act.

No adverse action will be taken against an employee or a person authorized to act on behalf of the employee, in the following situations:

- if an employee alleges a violation under this Act, does so "in good faith," and communicates such alleged violation to an appropriate authority;
- if an employee alleges a violation under this Act, does so "in good faith," and participates or gives information in an investigation, hearing, court proceeding, legislative or other inquiry, or in any form of administrative review; and/or
- if an employee alleges a violation under this Act, does so "in good faith," and has objected to or refused to carry out a directive that the employee reasonably believes violates a law, rule or regulation adopted under the authority of state law or a political subdivision of the state.

An "adverse action" is defined as discharging, threatening, discriminating or retaliating against the employee in any manner that affects the employee's employment, including compensation, job location, rights, immunities, promotions or privileges.

"Good faith" is lacking when the employee does not have personal knowledge of the waste or violation, or when the employee knew or reasonably should have known that the report is malicious, false or frivolous.

The report of waste or violation should be made verbally or in writing to the Executive Vice President or to an appropriate authority, such as:

- a state, county, or municipal government department, agency, or organization having jurisdiction over criminal law enforcement, etc;
- a member, officer, agent, investigator, auditor, representative, or supervisory employee of MSCC;

- the office of the Attorney General, Auditor of State, Arkansas Ethics Commission, Legislative Joint Audit Committee, Division of Legislative Audit or prosecuting attorney's office.
- The report by the employee of such waste or violation must be made prior to any adverse action by MSCC. Additionally, the report is to be made at a time and in a manner which gives MSCC reasonable notice of need to correct the waste or violation. An employee who alleges a violation of the Act and believes that MSCC has acted adversely toward him/her because of the allegations, may utilize approved grievance procedures. The employee may subsequently bring a civil action in chancery court within 180 days of the alleged violation of the Act. Should such civil action occur, the employee has the burden of proof in establishing that he/she has suffered an adverse action for an activity protected under the Act. Additionally, MSCC shall have an affirmative defense if it can establish that the adverse action taken against the employee was due to employee misconduct, poor job performance, or a reduction in workforce unrelated to a report made concerning violations under the Act.

Chapter 3

**Personnel,
Employment,
And Benefits**

Personnel, Employment, and Benefits

Equal Employment/Affirmative Action

It is the intention of Mid-South Community College to assure that all applicants receive equitable consideration through the search committee process. All employees are treated equally during employment, without regard to race, color, religion, sex, national origin, age, disability or veteran status. Pertinent areas of equal opportunity shall include recruitment, selection, appointment, advancement, transfer, layoff, downgrading, compensation, selection for training, or any other personnel action of the College.

The College shall, in exercising such responsibilities, consider only the availability and qualifications of individuals involved. All employees shall conduct themselves in accordance with this policy in all day-to-day relationships with fellow employees and shall not deprecate another individual or interfere with the performance of job assignments because of race, color, religion, sex, national origin, age, disability or veteran status.

Attendance and Working Hours

All employees must work with their supervisors to determine a work schedule which meets the needs of the College. Each employee is expected to fill out and file a Work Hours Report Form which is submitted to his/her immediate supervisor for approval. Copies of forms for staff and for faculty are available and on the shared administrative directory (Kiva\ Forms) and online at <http://intra.midsouthcc.edu/>.

Employees are expected to call in and provide an explanation to their supervisors when they are tardy or absent during scheduled work hours. Such calls must be made before the employee is scheduled to arrive on the day that the tardy/absence occurs or as soon as possible when an emergency situation prevents advance notification.

Employees with instructional responsibilities must also submit a separate work schedule which lists class times, locations, and office hours for students to their Academic Program Coordinator. Supervisors will forward copies of approved forms to the appropriate vice president for final approval. The vice presidents will forward all forms to the Director of Human Resources for filing by the end of the first week of each semester or when any other change in work hours occurs.

Classified Personnel

The normal work schedule for MSCC 12-month classified personnel is 8:00 a.m. to 4:30 p.m., Monday through Friday, with 30 minutes for lunch or dinner. Lunch or dinner times are not included in the 40-hour total.

However, since it is necessary that some MSCC offices be covered beyond the normal work schedule, variations in work hours may be assigned according to the needs of specific offices and programs. Specific work hours should be determined by the employee and his/her supervisor and approved by the appropriate vice president. The following are examples of work hour options:

Begin Work At	End Work At	Time for Lunch
7:30 a.m.	4:30 p.m.	1 hour
7:45 a.m.	4:45 p.m.	1 hour
8:00 a.m.	5:00 p.m.	1 hour

As long as employees work 40 hours a week, preferably 8 hours a day, 5 days a week, they are in accord with Governor's Policy Directive #5; therefore, a supervisor may establish any combination of beginning and ending work hours, lunch period, and morning/afternoon break(s) which are necessary for a department to run efficiently.

Once a classified employee's work hours have been approved, no changes should be made without first discussing the requested changes with the immediate supervisor. Supervisors are responsible for keeping a log of beginning and ending work hours, lunch periods, and/or breaks for each employee supervised so the working hours of any employee can be determined quickly and efficiently.

Non-Classified Personnel

Twelve-month faculty and other non-classified employees are required to be on campus a minimum of 40 hours weekly, and 10-month faculty, a minimum of 30 hours weekly, not including breaks for meals. Non-classified personnel do not earn overtime or compensatory time. Personnel without instructional assignments should use the MSCC Employee Work Hours Report Form to list their work schedules and obtain approval from their supervisor.

Any employee assigned credit courses in a given semester must file an Academic Work Schedule Form with the appropriate vice president within the first five days of the semester. This form must include class designations, times, and locations; office hours for student availability; other campus hours, and meal breaks. Staff members who teach only one or two classes as part of their regular responsibilities must file both forms, the Work Hours Report form with their staff supervisor and the Academic Work Schedule with the appropriate vice president. Approved copies of both forms must be forwarded to the Human Resource Office for filing.

Instructors teaching 15 credit hours or more are required to designate ten regularly-scheduled office hours per week for availability to students. Those teaching less than a full load are required to designate two office hours per week per course taught for availability to students. Personnel who teach evening classes shall list evening office hours (5:00 p.m. or later).

When full-time faculty are assigned to a specific location or duty on a regular basis (e.g., in the Learning Success Center, for computer support), these campus hours should be so designated on the work schedule. Unassigned campus hours are to be used for activities such as, but not limited to, committee meetings, advising, student life activities, recruiting, college events, grading, course development, data analyses, and report writing. Activities and campus hours may vary so faculty must keep the Academic Affairs Office informed about their activities and location during work hours.

Additional information about campus hours, personal leave, and sick leave for full-time faculty is provided under Personal Leave in this chapter.

Extra pay may be available for approved instructional assignments which occur in addition to the regular work week. Extra-pay courses and the required office hours must also be listed on the Academic Work Schedule form.

Adjunct Faculty

Adjunct faculty shall meet their assigned classes as scheduled, attend orientations and workshops specifically designated for adjuncts, and keep one regularly scheduled office hour per week for each course taught during the fall and spring semesters and two office hours per week for each course taught during the summer semester.

Adjuncts who teach in the evening must post evening office hours. Adjunct faculty must file an electronic schedule of weekly class and office hours with the Academic Affairs office by the end of the first week of classes.

All personnel with instructional assignments must post their office hours in their office area. When regularly scheduled office hours must be temporarily changed, a note should be attached to this posted schedule informing students of an alternate time the instructor will be available.

Benefit Eligible Employees

Benefit-Eligible employees are those who are employed by the college in a full-time position (40 hours per week with the exception of ten-month faculty who work a 30-hour week). A brief description of benefits is provided below. Employees are encouraged to contact the Human Resources Office for copies of policies or contracts which provide detailed information. The College reserves the right to amend the provision of benefits.

Cost of Living Allowances

The COLA (Cost of Living Allowances) for classified employees has been put on hold for 2010-11.

Dental and Health Insurance

Individual and family dental coverage is available through the Delta Dental Plan of Arkansas, Inc. Individual and family medical insurance is available through the Arkansas Higher Education Consortium through the J.P. Farley Corporation of Memphis. The College provides individual coverage at no cost to benefit-eligible employees. Employees who choose to insure dependents are responsible for paying additional premiums. Coverage eligibility begins the first of the month following the first 30 days of employment.

Employee Assistance Program (EAP)

MSCC provides an Employee Assistance Program (EAP) to benefit-eligible employees. The program offers private, face-to-face counseling to employees and their families dealing with everyday problems, such as excessive stress, parenting, divorce, addictions, etc. Confidential referrals may be made on behalf of the employee by the employee himself, family members, supervisors or physicians. Each employee is entitled to an unlimited number of free visits each calendar year for themselves and any immediate family member who resides in the household. Counseling services are being provided by CONCERN, Inc. in Memphis, Tenn., which is associated with Baptist Hospital.

Life Insurance

All benefit-eligible employees are eligible for term life insurance and receive \$20,000 in coverage paid by the College. Employees have the option of buying additional term life insurance in elected units of \$5,000 up to a maximum of \$200,000. Supplemental term life insurance is also available for dependents in increments of \$2,000 up to a maximum of \$20,000. The cost of optional insurance, whether for the employee or dependent(s), must be paid in full by the employee.

Long-Term Disability

The College pays the cost of a long-term disability policy for each benefit-eligible employee. After the qualifying disability occurs and the appropriate waiting period has passed, the policy provides for 66 2/3% of the employees' gross pay (not to exceed \$7,000 per month) to be continued during the length of the disability until eligibility for Medicare is attained.

Retirement Plans

All benefit-eligible employees are required to participate in one of the several retirement plans offered by the College. Generally, the employee contributes 6% of his/her gross income, and the College contributes an additional 14% into the employee's retirement account. Retirement benefits will only be paid on benefit-eligible employees.

Employees may choose to make additional contributions beyond those required. Employee-vesting in the retirement plan varies with the individual plan. Adjunct faculty members are required to participate in the Arkansas Teacher Retirement System (ATRS) if they are concurrently employed by a public school district and are already in ATRS.

Employees who need additional clarification may contact the Human Resources office.

Career Service Recognition

Non-faculty employees with ten (10) or more years of state service in a regular full-time position or positions receive career bonuses.

Years of Service	Annual Payment
10-14 years of state service	\$600
15-19 years of state service	\$700
20-24 years of state service	\$800
25+ years of state service	\$900

Upon eligibility, career service bonus payments will be made the month of the employee's anniversary date of state service. Career Service Bonuses have been placed on hold effective July 1, 2010, pending a review of the state's budget later this year

Compensation Schedule

Mid-South Community College issues checks to employees in 26 pay periods, on a biweekly basis. Direct deposit is mandated by the state for all employees except student workers. Adjunct faculty may either be paid bi-weekly or by one check to be issued at the end of the term. Summer stipends can either be paid at the end of the term or biweekly. Ten-month and adjunct faculty must fulfill all obligations to the Academic Affairs Office before their final pay check will be released for any contractual period.

Early Retirement Program

In the interest of providing the opportunity of an additional fringe benefit and providing salary savings and other advantages for the College, MSCC Board of Trustees has provided a voluntary Early Retirement Program as described below.

General Eligibility: To participate in any feature of the program, an individual must be at least 55 years old, must be a full-time employee, must have completed 10 years of continuous full-time employment at MSCC, and his or her age plus years of service must equal 75 or greater.

Health Insurance Options: (depending on age and years of service)

Option A: A retiree from age 55 to 65 with 10 years of service may remain a member of the health insurance group until eligible for Medicare providing the retired employee pays the applicable premium cost for the insurance coverage selected.

Option B: A retiree who is at least 55 years old and whose age plus years of service at MSCC total 75 or more may remain a member of the health insurance group, and the College

will contribute to the health insurance plan of the retiree at the same rate as for current faculty and staff.

The benefits outlined in either of the above options will terminate when either of the following conditions apply: 1) the age at which the early retiree becomes eligible for Medicare coverage or 2) the date the early retiree becomes eligible for similar benefits under any other arrangement for members in a group, whether insured or self-insured.

Once the retiree becomes eligible for Medicare, the retiree may make a one-time election to continue medical coverage, including dependents, under the College's plan. The retiree will be responsible for payment of the premiums, and Medicare will serve as the primary coverage.

Life Insurance: Retirees, who continue with the medical coverage through MSCC, can continue their basic life insurance of \$20,000. This coverage, however, will not include accidental death and dismemberment, supplemental life insurance, or dependent life insurance. The life insurance benefits will reduce to \$13,000 at age 65 and to \$10,000 at age 70. The retiree would be responsible for the premium.

Dental Insurance: A retiree may make a one-time election to continue the College's group coverage; however, the retiree would be responsible for the premium costs of this insurance.

Cash Bonus: Retiring full-time employees will be paid a one-time cash bonus of \$100 for each year of service to Mid-South Community College accumulated since October 23, 1992.

Phased Retirement Option: To be eligible for the Phased Retirement Option, the employee must qualify under Option B above. An individual may apply to enter the early retirement program with declining levels of employment over a period not to exceed three years.

The college administration will review each application for phasing of early retirement and make a determination regarding eligibility, works hours, and responsibilities based on the best interests of the college. Phased retirement for some positions may not be possible.

During a phasing period, an employee shall be paid salary pro rata based upon his or her regular appointment, contract or classified salary amount and be entitled to the same fringe benefits as full time employees. The employee's insurance will be paid as if the employee is full time and leave will be earned on a prorated basis. An individual phasing into early retirement who decides to retire faster may do so if funding is available. The cash bonus will be paid to employees phasing early retirement at complete retirement.

Procedures: Participation in the program is voluntary, at the option of the employee. Early retirement will be effective for contract employees at the end of their regular contract and for other employees at the end of the fiscal year. An individual wishing to retire under this program must submit the completed application for early retirement to the President no later than January 1 prior to his or her desired retirement at the end of current employment or the fiscal year. The individual will have a mandatory 45 day review and retraction period between January 1 and February 15 in which the decision shall be reconsidered with the assistance of such legal, financial and other advisors as the applicant finds necessary. Selecting and paying the advisors are responsibilities of the applicant. Final approval of the application will require Board of Trustees action. An exception to the deadline will be considered only in an unanticipated health emergency.

Other Provisions: Individuals retiring under this plan will continue to receive bookstore discounts, tuition waivers, library access and invitations to college functions on the same basis as full-time employees.

The early retirement program is not available to an individual who is on leave-without-pay, catastrophic leave, receiving long-term disability insurance benefits, receiving worker's compensation, or engaged in litigation with the college.

For an individual to be eligible for the Early Retirement Program, at least 5 years of full-time employment at MSCC must be from institutional (not external or grant) funds unless the external funding is adequate to fund the person's early retirement costs. This provision in no way commits the college to employ an individual previously employed on external or grant funds.

"Years of employment" will be calculated in whole year increments. In the case of an individual on 12-month appointment, fractions of years of employment that are six months or less will be rounded down to the next lowest full year and fractions of years of employment that are greater than six months will be rounded up to the next highest year. In the case of an individual on 10-3 month appointment, years of employment will be calculated with the fall and spring semester each representing half a year.

Electing to retire under the early retirement program, except under the phasing provisions, will prohibit any future employment at the college except on a part-time basis.

If the total number of qualified applicants for early retirement would require funds in excess of the legislated limitation or funds available in a fiscal year, the individuals will be prioritized by service time to the institution and, if the service time is equal, by highest age. The legislated limitation is one percent (1%) of personnel cost during the preceding fiscal year.

While the calculations of benefits under the early retirement program shall be made by the college finance office, it is the responsibility of the applicant to verify the calculations, and it is the responsibility of both the College and the applicant to call attention to and correct any errors or omissions.

The President may negotiate an alternative retirement option when deemed in the best long-termed interests of the College. Any negotiated benefits beyond the scope of this policy shall be approved by the Board of Trustees.

The College reserves the right to change the Early Retirement Program from time to time as determined by the Board of Trustees.

Definitions

Age: The age to be used for determining initial eligibility is the age the person will be at the last day of employment. The age or date to be used for all provisions effective after retirement is the actual age or date involved.

Salary: The salary to be used as the basis for cash bonus payments for appointed or contract employees will be the amount of the last regular ten-month or annual appointment or contract. The salary to be used for classified employees will be the annual rate in effect on the last day of employment.

Years of full-time employment: Years of full-time employment under this plan will be calculated in whole year increments based on a fiscal or academic year and will require full-time employment for a 10 to 12 month period for each year. Leave-without-pay and catastrophic leave status will not be counted in computing years of service.

Fiscal year: The fiscal year for MSCC begins on July 1 of one calendar year and ends on June 30 of the following calendar year.

Application materials are available from the Human Resources Office.

Employee Standards of Conduct

The conduct of every employee plays an important part in maintaining the well-being of, and continuing respect for, the College. Corrective or disciplinary action, including termination,

may be taken whenever an employee conducts himself or herself in a manner that is not consistent with the best interests of the College, its students, and other personnel. Examples of actions which may result in corrective or disciplinary action are as follows.

- Failure to meet acceptable standards of conduct.
- Failure to work on assigned tasks and job duties.
- Failure to complete work in a timely fashion.
- Failure to meet acceptable standards of performance.
- Excessive absenteeism.
- Excessive tardiness.
- Failure to report accident or injury to the appropriate person.
- Failure to comply with the MSCC Employee Handbook.
- Failure to comply with the MSCC College Catalog.
- Engaging in activity during working hours that is not closely related to or part of the employee's work.
- Insubordination.
- Failure to comply with fire and safety rules of the College.
- Excessive waste of materials or supplies.
- Carelessness resulting in the damage to or destruction of tools, equipment, supplies or other property belonging to the College.
- Carrying unlicensed firearms on premises.
- Bringing intoxicating liquor or narcotics onto the premises, or being under the influence of intoxicants or narcotics while on duty or operating College vehicles.
- Unauthorized alteration or modification of student, personnel, or financial records.
- Sabotage of College computer or alarm systems or records.
- Giving false information in making application for employment.
- Pilfering or hiding any property belonging to or in the care of the College.
- Disorderly or immoral conduct on the premises of the College.
- Carelessness resulting in serious injury to fellow employees or students.
- Falsifying records, invoices, documents, any College record, or student record.
- Unauthorized or personal use of College equipment, vehicles, and supplies.
- Being the aggressor, as determined by the College, in a fight with another employee or student.
- Willful violation of state or federal rules, regulations or laws.
- Failure to maintain a positive work atmosphere with co-workers, students and users of the College.
- Accepting gifts from any person, group, or entity doing business or desiring to do business with the College. All business-related gratuities are specifically prohibited except widely distributed advertising items of nominal value.
- Violating the confidentiality of College records by releasing information to unauthorized persons. Student records and applicant status are examples of such information.

No attempt is made here to specify all the possible reasons for corrective or disciplinary action. In general, however, corrective or disciplinary action may be taken whenever an

employee conducts himself or herself in a manner that is not consistent with the best interests of the College, its students, and its staff. This corrective or disciplinary action may be initiated by the immediate supervisor with the knowledge of the Executive Vice President or President. The corrective or disciplinary action may be a verbal warning, a written reprimand, probationary period, suspension with or without pay, demotion, reassignment, or termination.

Termination of Employees

Termination of employees is “at will” unless a written agreement approved by the President is in force. Terminations, when approved by the President, are final.

Employment

The President of the College is responsible for recommendations to the Board of Trustees for employment decisions on behalf of the College. An appointment shall be considered temporary pending formal approval by the Board of Trustees.

No person who is required to register with the Selective Service System shall be eligible for employment unless the person has signed a statement of selective service status.

The Governor’s Executive Order 98-04, effective July 1, 1998, established mandatory guidelines and procedures to be followed in the areas of employment, contracts, grants, and purchasing. State agencies, boards, commissions, and institutions of higher education are subject to the Executive Order which is intended to prevent waste, abuse, or the appearance of impropriety. MSCC is required to inform potential contractors and employees of the disclosure provisions required under Executive Order 98-04 and provide the forms necessary for compliance. Employees are required to disclose any contractual or other employment arrangements they, or their immediate family members, may have with state agencies.

Orientation of New Employees

All new employees are scheduled for an orientation meeting with a representative of the Human Resources Office to discuss benefits, policies, and procedures within the first week of employment. The first six-months of employment also serve as an orientation period during which new employees may receive frequent supervisory contact and feedback.

Classified Personnel

Classified personnel administration is governed by Arkansas state laws, regulations, and guidelines as provided by the state Office of Personnel Management. The number and grade of the various classified positions allocated to Mid-South Community College is provided by legislative act for each annual period. Salaries for classified employees shall be governed by the provisions of the Uniform Classification and Compensation Act and the Higher Education Employee Classification and Compensation Act. Specific information about grades and salaries may be obtained from the Human Resources Office.

The state Pay Plan, last overhauled in 1989, was reviewed, and revisions were made for each classified position in the state. The new Pay Plan took effect July 1, 2009. The purpose of this revision is to boost entry-level salaries, reward long-term employees, and compete with higher paying jobs in the private sector.

The President shall be responsible for compliance with state laws and regulations governing the administration of classified personnel and is authorized to appoint, assign, transfer, suspend, promote, or dismiss classified employees within established regulations. Specific job duties and responsibilities for classified employees shall conform to job specifications and titles as prescribed by the state Office of Personnel Management.

Non-Classified Personnel

Qualifications and terms of employment of non-classified employees shall be determined by the Board of Trustees and the President. Employment terms for non-classified employees shall be as stated in the contract or letter of appointment. No fringe benefits shall be provided to temporary, part-time employees.

An employment contract implies no obligation for employment beyond the contracted period, and there are no provisions for tenure or rank at Mid-South Community College. Employees under contract with the College may be terminated during the term of the contract due to a demonstrably bona fide financial exigency and/or program elimination or due to a violation of the terms of the contract. In the event the legislature or governor eliminates or reduces funding for the College, the Board of Trustees may reduce the salary stated in the contract during the term of the contract. The College has no obligation to offer continued employment beyond the contract period, nor is the employee obligated to accept subsequent offers of employment.

Those administrative personnel receiving a letter of appointment serve at the pleasure of the President and may be dismissed at his pleasure at any time.

Evaluation of Employees

Employee evaluation at Mid-South Community College provides data and recommendations to support improved programs and services in support of student learning and community responsiveness. The primary system of evaluation is the College's Productivity Plan, which contains performance benchmarks for the institution as a whole. Mid-South Community College is one of few colleges in the nation that rewards institutional effectiveness by providing full-time employees with a monetary reward based upon the institution's success in meeting identified productivity goals which are directly related to institutional mission and strategic goals. Initially implemented in 1999-2000, this program influences annual performance measures at the departmental and individual levels. Because most productivity measures, such as student retention, graduation rates, and success with professional certifications, require more than a year of improvements to significantly impact institutional improvement, **full-time employees must have been employed at the college at least two complete fiscal years prior to the distribution date to be eligible.** Because 10-month faculty contracts generally end in late May each year, the eligibility for 10-month faculty is employment for two full academic years.

Complementary to this plan are other periodic evaluation procedures for classified and non-classified personnel. All employees participate in an annual review of job responsibilities based upon their job descriptions and pre-established performance criteria. Annual review for most employees is provided at the end of the fiscal year by June 30. For classified employees hired after 9/1/2006, annual evaluations occur one month prior to their anniversary date.

In accordance with state legislative requirements for the annual evaluation of faculty performance, instructors participate in student evaluations of instruction each semester and peer evaluations, self-evaluations, and supervisor evaluations at the close of each academic year. Administrative supervisors are evaluated by their staff and peers.

Under Arkansas legislative Act 289 of 2007, a new merit-based pay system has been implemented for all classified employees in accordance with the performance evaluation process. Merit payments may be awarded to employees who satisfy performance evaluation-based criteria developed by their supervisor and approved by a review committee. Copies of annual evaluations by supervisors are filed in employees' official personnel files.

Exit Form and Survey

All employees leaving employment with the College are required to complete an Exit Form and obtain the necessary signatures to verify that all College property has been returned and all debts have been satisfied. In addition, they are asked to complete an Exit Survey and meet with the Director of Human Resources for an exit interview.

Final paychecks will not be released until the approved Exit Form is received by the Human Resources Office.

External Employment of Employees

The following procedures shall govern the outside employment of full-time employees of the college.

1. Prior to engaging in outside employment, consulting services, or business activities, a full-time employee must notify his or her vice president in writing of the nature of the activity and the expected commitment of time. The vice president shall determine whether the proposed employment is consistent with policies of the College and forward the employee's letter and a consequent recommendation to the Executive Vice President, who will approve or disapprove the request. In the event that it is determined that the employment is inconsistent with College policies or interferes with the execution of the employee's responsibilities to the college, the individual will be notified in writing to that effect.
2. The proposed outside employment, consulting service, or business activity
 - a. must not interfere with assigned duties and responsibilities;
 - b. must not constitute a conflict of interest or compete with the education, research, or public service programs of the College;
 - c. must have prior written approval of the Executive Vice President;
 - d. must be governed by a concurrent employment agreement when such employment is by another Arkansas state agency, department, college, or school to ensure that state salary maximums are not exceeded;
 - e. must not be undertaken with the claim that the individual is an official representative of the College unless the employment is so designated by the President; and
 - f. must have prior written permission from the President to use any college assets. Such arrangements must include a written agreement for compensating the College at a rate agreed to by the President and the employee for the use of institutional equipment, facilities, or services.

Hiring New Employees

Supervisors wishing to fill an existing position or to add a new position must submit a request to the Executive Vice President. All new positions are subject to the approval of the President. Prior to posting a position, the requesting supervisor must submit a job description and evaluation criteria to the Executive Vice President. Upon approval, the Executive Vice President will authorize the release of a position announcement. The Executive Vice President will review and approve recommendations for search committee members. All searches must follow the procedures outlined in the Search Committee Handbook.

No offer of employment may be made without the approval of the Executive Vice President and the President.

Prior to posting a position, the requesting supervisor must submit a job description, performance evaluation criteria, and a job posting announcement and complete a Personnel

Request (available on the shared administrative directory at K:\Shared\Forms\Personnel Request.doc) to the Executive Vice President. MSCC will conduct background checks on all employees. Upon offering a position, a background check will be initiated and the offer of employment will be conditional pending the results of the background check.

Leaves of Absence from Duty

All leave requests must be approved by the employee's immediate supervisor, appropriate vice president and Executive Vice President. In the event that an emergency or illness precludes an employee obtaining **prior** approval for leave, the employee must contact his/her supervisor as soon as possible to explain the absence from work and the expected date of return.

Employees who have extended absences without contacting their supervisors may be subject to termination. Similarly, patterns of excessive absences or tardies may result in disciplinary action or termination.

Leave requests for extended periods of time or special reasons may require approval from the Executive Vice President, the President, or the Board of Trustees as outlined in specific sections below. Requests for Leave in excess of five days require advance written justification and approval or, in the case of illness or other medical reasons when advance notification is not possible, presentation of medical documentation, including a doctor's authorization to return to work, on the day the employee returns to work.

Requests do not have to be approved for the specific dates and/or lengths of time requested. Supervisors or vice presidents may deny leave requests if the employee is needed during critical work periods such as registration or other intense work periods.

The College recognizes the following types of leaves of absence from duty:

Annual Leave

Full-time, 12-month, non-classified (exempt) and classified personnel shall accrue annual or vacation leave according to the following schedule:

Year Employed	Monthly	Annually
Through 3 years	8 hours	12 Days
4-5	10 hours	15 Days
6-12	12 Hours	18 Days
13-20	14 Hours	21 Days
More than 20	15 Hours	22.5 Days

Annual leave shall be cumulative up to a maximum of 240 hours through Dec. 31 of each year. Hours in excess of 240 will be lost on Dec. 31 of each year.

Leave hours can be donated by the employee to the Catastrophic Leave Bank program. Employees who will lose excess leave on December 31 will be contacted by the Personnel Assistant to determine their choice in this election. For more information concerning this program, employees should contact the Director of Human Resources.

The use of annual leave shall be by request only and granted at the discretion of the supervisor with the approval of the appropriate vice president and of the Executive Vice President. Annual leave is not available during Registration or Graduation. Exceptions must be approved by the President. The minimum charge for annual and sick leave is 15 minutes.

Ten-month faculty do not earn annual leave; rather, they have time off between semesters, on holidays, and during spring and summer breaks. They also earn one personal leave day with pay per semester. Additional information is provided in the Personal Leave section.

Twelve-month faculty earn annual and sick leave in the same manner as other full-time, 12-month MSCC employees. Twelve-month faculty, however, should take annual leave only when classes are not in session.

Bereavement Leave

Death of the employee's immediate family, defined as the father, mother, sister, brother, spouse, child, grandparents, in-laws, or any individual acting as a parent or guardian of an employee, is treated as sick leave. Bereavement leave is limited to a maximum of three sick leave days per event. If additional days are needed, annual leave must be taken.

Catastrophic Leave

This policy establishes a Catastrophic Leave Bank Program for full-time staff members and a Catastrophic Leave Bank Program for faculty to be administered by Human Resources. This policy creates no expectation or promise of continued employment with MSCC for employees approved for such leave and is intended simply to assist eligible employees during medical emergencies. Subject to the requirements of the Family Medical Leave Act ("FMLA"), the President reserves the right to fill any position.

The Catastrophic Leave Review Committee will meet as needed to review applications for catastrophic leave and will then make a recommendation to the President. To participate in this Program, a regular, benefits-eligible, full-time employee must have been employed by MSCC for a minimum of two years and have an accrual of 80 hours of leave at the onset of the incident. Eligible employees are also required to make a donation of eight (8) hours to the Leave Bank once every 24 months; however this donation cannot reduce that employee's accrued sick and annual leave balance to less than eighty (80) hours, unless the employee is terminating his or her employment with MSCC.

The Catastrophic Leave Bank Policy for staff and the Catastrophic Leave Bank Program for faculty can be found in their entirety on the shared drive at K:\Shared\MSCC Employee Benefits.

Children's Educational Activity Leave (CEAL)

Full-time employees are allowed eight (8) hours of children's educational activity leave (CEAL) per **calendar** year – not per child. This leave cannot be carried over from one year to another. Child is defined as a person who is a natural child, adopted child, foster child, step child, grandchild, ward of court, or other legal capacity who is enrolled in a pre-kindergarten program (not daycare program) through 12th grade. Educational activity is defined as a parent-teacher conference, participation in school-sponsored tutoring, participation in a school-sponsored volunteer program, a field trip, a classroom program, a school committee meeting, an academic competition, or assisting with athletic, musical or theatre programs.

Employees must request the leave in advance and in accordance with the guidelines for requesting time off. Documentation as to the type of educational leave and the employee's relationship to the child should also be included.

Compensatory Leave

Non-exempt, (classified) employees may not work overtime and claim compensatory time without prior approval from their supervisors and the Executive Vice President. When College needs require additional hours, the supervisor will obtain the approval of the Executive Vice President in writing before approval of work beyond the normal work day or week.

The Fair Labor Standards Act stipulates that non-exempt employees who work in excess of forty (40) hours in the work week are eligible to earn compensatory time at the rate of one and one-half hours for each hour worked in excess of 40 hours within a work week.

When compensatory time is accumulated, it must be taken as soon as possible. Compensatory time must be taken before annual or sick leave is used. Exempt (non-classified) employees do not earn overtime or compensatory time

Jury Duty Leave

Leave is authorized for full-time employees called for jury duty, but must be documented through the customary leave process. Official notification of jury duty should be attached to the leave sheet when submitted. Employees on official jury duty shall not lose salary. Any compensation paid to employees for official jury duty shall be retained by the employee.

Leave Without Pay

Once all accrued annual and/or sick leave (as appropriate) has been used, an employee may be granted leave without pay with the appropriate approvals. Leave without pay requests of one month or less require approval from the supervisor, appropriate vice president, and Executive Vice President. Leave requests greater than one month also require the approval of the President.

Any employee on leave of absence without pay shall not accumulate leave time nor receive pay for any legal holidays. When the Family and Medical Leave Act does not apply, employees on leave without pay may lose insurance and retirement benefits. Furthermore, extended leave without pay affects an employee's term of service with the state in computing benefits.

Maternity Leave

Maternity leave shall be treated as any other leave for sickness or disability. Employee may use accumulated sick leave and annual leave or elect to use leave without pay [Act 129, dated 2-9-83].

Military Leave

Employees who are members of the National Guard or any of the reserve branches of the Armed Forces shall be granted fifteen days of leave annually, plus necessary travel time, for annual training requirements. Leave shall be granted with pay and shall be in addition to regular annual leave time. Employees requesting Military Leave shall file a copy of the official orders with the College.

Employees who are drafted or called to active duty in the Armed Forces of the United States or who volunteer for service in the military shall be placed on extended leave without pay. Such employees shall, within 90 days after the effective date of release from active duty and upon request, be reinstated to the position vacated or reassigned to an equivalent or higher position at no loss of seniority or any other benefits and privileges of employment.

Rights of re-employment shall conform to all federal government rules and regulations. Employees who enlist or re-enlist for a second consecutive tour of military duty shall forfeit re-employment rights.

Personnel called to active duty to serve in an emergency shall be granted leave with pay not to exceed thirty working days. Leave without pay shall be granted after the thirty-day period. The leave with pay shall be in addition to regular annual leave.

Paid Holidays

All offices will be closed on holidays, unless directed by the President. Employees providing essential services may be required to work on any holiday. Employees who work must be approved to do so and shall earn equivalent compensatory time and use this time in accordance with rules governing Compensatory Leave. MSCC recognizes the following holidays:

Independence Day	Labor Day
Thanksgiving	Christmas Eve
Friday after Thanksgiving (if granted by Governor's Directive)	New Year's Day
Christmas Day	Memorial Day
Dr. Martin Luther King Jr. Day	

The following paid holidays will be taken during the Christmas break:

Christmas Eve	Christmas
New Year's Day	President's Day
Veteran's Day	Employees' birthdays
Independence Day	

Additional days may be required during Christmas break that are not covered by paid holidays for which employees will take annual leave or leave without pay when sufficient annual leave is not available.

Personal Leave

Ten-month faculty do not earn annual leave, but accrue six (6) hours of personal leave each semester, all or part of which should be used to cover unavoidable absences during class or office hours, scheduled committee meetings, or required College events for reasons other than illness (for which sick leave applies). Personal leave requests follow the customary annual leave procedures and must be approved by the Vice President for Learning and Instruction. Personal leave hours which are not used by the end of the spring term will be added to employees' sick leave.

Professional Leave

Employees may request professional leave with or without pay for providing, on behalf of the College or for professional purposes or conferences, educational or related services to other institutions, school systems, or businesses. Requests for professional leave require approvals from the supervisor, appropriate vice president, and Executive Vice President. Leave requests for periods greater than one month require the approval of the President; those in excess of one year require approval from the Board of Trustees.

Religious Holidays

Employees who observe a religious holiday on days which do not fall on a Sunday or a legal holiday may request days off from employment for such observances. If approved, the days taken shall be annual leave for twelve-month employees, personal leave for a ten-month faculty, or as leave without pay.

Sick Leave

- a) Full-time employees shall earn sick leave on the basis of eight (8) hours or one day per month for employees with 40-hour work schedules or 6 hours for those with 30-hour work schedules during the annual contract period. Unless otherwise agreed on with your

supervisor, the employee must call in daily to keep supervisor advised so plans can be made to cover the responsibilities of the office. Sick leave shall be cumulative to a maximum of 960 hours or 120 days. Ten-month faculty who must miss any part of their scheduled class or office hours because of family or personal illness must take sick leave. Absences for other reasons should be planned for flexed campus hours or covered by personal leave.

- b) Part-time employees do not earn sick leave.
- c) Sick leave may be authorized for absences necessitated by sickness, injury, or for medical, dental, or optical treatment, and serious illness or death of a member of the immediate family.
- d) An employee is required to furnish a certificate from an attending physician for five or more consecutive days of sick leave. Such documentation, including a release to return to work, must be presented upon the employee's return. The College may require an employee to furnish a certificate from an attending physician for any use of sick leave.
- e) Mid-South Community College provides up to 12 weeks of unpaid, job-protected leave within any 12-month period to eligible employees for certain family and personal medical reasons as covered under the Federal Family Medical Leave Act (FMLA) of 1993. If both husband and wife work for MSCC, they will be limited to 12 weeks of leave combined per 12 month period for the birth or adoption of a child. To be eligible, an employee must have been employed by MSCC for a period of twelve months. An employee should initiate FMLA papers when there is a threat of a serious illness. To do so, please contact the Human Resources office.

The relevant 12-month period is calculated using a rolling 12-month period measured backward from the date an employee uses any FMLA leave. Under this calculation method, an employee's leave entitlement is determined each time leave is requested by looking back over the immediately preceding 12-month period. For example, if an employee took four weeks of leave beginning February 1, 2010, and four weeks beginning June 1, 2010, and then takes four weeks beginning December 1, 2010, the employee would not be entitled to any additional leave until February 1, 2011. The employee would be entitled to four weeks of leave beginning on February 1, 2011, and an additional four weeks on June 1, and so on.

It is the policy of Mid-South Community College for employees to apply any accrued annual and/or sick leave for a portion of Family Medical Leave taken. Additional Family Medical Leave taken beyond accrued annual and sick leave will be unpaid. Any compensable leave time will run concurrently.

Leave Requests

Requests for paid and unpaid leave (i.e., professional, sick, annual or bereavement leave) must be submitted on the proper leave request form and receive the appropriate approvals prior to absence from campus. Request for Leave forms are available in the shared administrative directory (K:\Shared\Forms\Leave Request.doc) and online at <http://intra.midsouthcc.edu/>. In cases where illness or emergencies preclude prior approval for an absence, the request must be submitted immediately upon return to work. Verification of any leave with pay, excluding vacation, may be requested if the administration determines that additional documentation is needed.

The Director of Human Resources administers the request/approval process for leave with pay. The Personnel Assistant maintains current, accurate records of accrual and leave taken.

Leave Payment on Termination

A lump sum payment for unused annual leave up to a maximum of thirty days shall be paid to employees on termination. No payment is made for unused sick leave. The amount due the employee, or estate, shall be included in the final payment for active work, even though the final payment of salary or wages may exceed one twenty-sixth or other fractional amount based upon days, weeks, or months of the employee's annual authorized compensation at the date active employment ceases.

No employee receiving payment for annual leave on termination shall return to state employment until the number of days for which he or she was paid has expired. Payment for unused annual leave shall not be considered as exceeding the maximum salary authorized for the employee's position.

Nepotism

The College follows the Governor's Policy Directive #8 which prevents employees from supervising family members or employees with whom they have an intimate relationship.

Personnel Complaints

Discrimination/Harassment

MSCC does not tolerate discrimination or harassment on the basis of race, color, religion, sex, national origin, age, disability or veteran status. Furthermore federal laws prohibit such discrimination or harassment in any activity or program receiving federal funds.

Discrimination is an improperly motivated personnel decision, an improperly motivated evaluation decision in the case of students, or adverse action taken against an individual on the basis of race, color, religion, sex, national origin, age, disability or veteran status.

Discriminatory behavior can result in harassment when the conduct is sufficiently severe, pervasive or persistent as to interfere with or limit the individual's ability to participate in or benefit from the services, activities or privileges provided by the College.

All College personnel are required to participate in discrimination and harassment training and to sign an acknowledgment that they have read and understand the College's discrimination-harassment policy. Training workshops will be provided for all new employees, with annual policy and procedure review workshops provided for existing personnel. Employees who do not participate in this mandatory training will not be recommended for state legal representation should a lawsuit be filed against such individuals.

Investigation of discriminatory or harassing behavior is not contingent upon the filing of a formal complaint. College officials are obligated to respond to any report of alleged discrimination or harassment. Consequently, College personnel should inform the Executive Vice President of any allegations of such behavior. College officials who fail to report allegations of discrimination or harassment may be subject to disciplinary action.

All employees should, if informed even casually about a complaint, 1) advise the individual of the College's policy against discrimination/harassment to insure that the complainant is aware of the procedures available for pursuing such complaints and 2) inform the Executive Vice President or President.

Sexual Harassment

All faculty, staff, and students have a right to work and/or attend college in an environment free of discrimination, including freedom from sexual harassment. Therefore, it is the policy of the College that no member of the College community may sexually harass another. Any employee or student will be subject to disciplinary action including, but not limited to, dismissal for violation of this policy. Unwelcome sexual advances, requests for sexual favors, and other verbal, written, or physical conduct of a sexual nature constitute sexual harassment when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, or
- submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting that individual, or
- such conduct has the purpose or effect of unreasonably interfering with an individual's academic or work performance or creating an intimidating, hostile or offensive employment or educational environment.

Sexual harassment may involve individuals of the same or different gender. Sexual harassment is most frequently associated with those situations in which a power differential exists between persons involved; however, it also may occur between individuals of the same College status, i.e., student-student and employee-employee.

Examples of conduct which may, if continued or repeated, constitute sexual harassment including the following:

- unnecessary touching, patting, hugging or brushing against a person's body
- staring, ogling, leering, whistling
- sexually explicit statements, comments, questions, jokes, or anecdotes
- graphic comments about a person's clothing or body
- sexually suggestive objects or pictures in the work place
- harassing use of the electronic mail or telephone communication system
- other physical or verbal conduct of a sexual nature

Such conduct, whether intended or not, constitutes sexual harassment and is illegal under both state and federal law. Violations of this policy will not be permitted. Because sexual harassment is the subject of an ever-increasing number of law suits, employees should take care that they understand what can constitute sexual harassment.

All new employees are required to complete harassment training, and annual refresher workshops will be provided for currently employed personnel. The College will also provide student workshops on a periodic basis to ensure that students are equally aware.

Resolution of Discrimination/Harassment Complaints

In order to provide an internal mechanism to resolve complaints of discrimination or harassment, the College provides the following procedures. Throughout this process, wherever the role of the Executive Vice President is mentioned, the term "President" is implied if the Executive Vice President is the subject of a complaint. Use of these procedures does not preclude an employee or student from seeking recourse through appropriate state or federal agencies at any time. However, once one seeks recourse externally, internal procedures cease. No employee or student shall be subject to retaliatory action for participating in this complaint procedure. Words or behavior that punish a person for filing a complaint are illegal. Conversely, false

accusations have a damaging effect on innocent people. False accusations will not be tolerated and may lead to disciplinary action.

Reporting Procedure

The College encourages any employee or student who feels that he/she has been a victim of discrimination/harassment to report such incidents to the Executive Vice President or other College official who must then inform the Executive Vice President, who serves as a neutral party in investigating the facts and interests of the individuals involved as well as those of the College. Complainants are urged to report discrimination/harassment incidents as soon as possible, since a delay in reporting may make it difficult to gather appropriate information and documentation. Complainants should report such allegations within twenty (20) calendar days of the alleged conduct.

The Executive Vice President shall be responsible for maintaining and keeping all records and appropriate documentation during the investigation. Complaints will be kept in confidence to the extent practicable and appropriate under the circumstances. An individual reporting discrimination/harassment, however, should be aware that confidentiality cannot be guaranteed should the College decide it is necessary to take action to address the discrimination/harassment beyond an informal discussion. The decision to do so shall be discussed with the complainant in advance. The complainant may elect to pursue the Informal or the Formal Procedure.

Informal Complaint Procedure:

Step I

The Complainant reports the allegation of discrimination/harassment to the Executive Vice President and indicates whether the Complainant wants to proceed with the Informal or Formal investigative procedures.

Step II

If the Complainant elects the informal procedure, the Executive Vice President will advise the alleged offender that a complaint of discrimination/harassment has been filed against him/her and explain the College's prohibition against retaliation. The Executive Vice President will document the charge. The Executive Vice President will then conduct a preliminary investigation, and attempt to resolve the complaint within 20 calendar days through one or more mediation options. Examples of such options may include, but are not limited to, the following:

- A. A meeting between the complainant and the alleged offender, mediated by the Executive Vice President, to discuss and resolve the perceived discriminatory or harassing behavior to the satisfaction of both parties.
- B. A meeting between the Executive Vice President and the alleged offender to discuss and resolve the perceived discriminatory or harassing behavior, if the complainant does not wish to confront the alleged offender directly.
- C. A letter of agreement containing (a) a statement of the perceived discriminatory or harassing behavior and a request that said behavior will stop, signed by the complainant, and (b) an acknowledgment of the complaint without admission of guilt and affirmation that the complainant will not be the subject of discrimination or harassment in the future, signed by the alleged offender.

Step III

The Executive Vice President will conclude informal proceedings by preparing a written report of the outcome with copies to the complainant and the alleged offender. After review by the Executive Vice President, the original written report and all other documentation shall be maintained by the Human Resources Office in a separate case file when the alleged offender is an employee, or by the Vice President for Student Affairs when the alleged offender is a student.

Step IV

The complainant may choose to proceed to the Formal Procedure if the complainant is not satisfied with the resolution of the Informal Procedure.

Step V

The Executive Vice President will contact the complainant 30-60 calendar days from the date of the written report to inquire if retaliatory actions have occurred as a result of reporting the complaint. In the event that retaliation has occurred, the Executive Vice President will investigate and prepare a written report of the actions. The Executive Vice President has the authority to discipline any employee or student for any such retaliatory actions in accordance with College disciplinary policy.

Formal Complaint Procedure:

Step I

If the Complainant elects to pursue the formal investigatory procedure, the Complainant must file a written and signed complaint of discrimination or harassment, stating precisely and clearly the facts, with the Executive Vice President as soon as possible following the alleged discrimination/harassment incident. Complaints should be filed within 20 calendar days of the alleged incident. If the Informal Procedure was followed and a satisfactory resolution was not achieved, the complaint must be filed within ten (10) calendar days from the date of the Executive Vice President's written report.

Step II

The Executive Vice President shall immediately notify the alleged offender that the complaint has been filed, the charges as stated in the complaint, and the identity of the complainant. In addition, the Executive Vice President will explain the College's prohibition against retaliation to the alleged offender. The alleged offender may submit a formal written response within ten (10) calendar days of receipt of the complaint.

Step III

The Executive Vice President shall promptly investigate the complaint. The investigation may include interviews with the parties involved and/or with individuals who may have observed the alleged conduct or may have relevant knowledge. The investigation may also involve reviewing written documents and observing the work site. The investigation will be handled with sensitivity, and confidentiality will be maintained to the extent practicable and appropriate under the circumstances.

Step IV

The President shall appoint a three-member Committee consisting of two employees, and the Human Resource Officer. The role of the Committee shall be to hear and consider testimony and other relevant reliable evidence, to make findings of fact, to determine whether the College's policy on discrimination and harassment has been violated, and if so, to recommend appropriate relief and disciplinary action(s). As part of the process, the Executive Vice President shall present to the Committee his/her findings and a written report stating the chronology of events.

Step V

Within ten (10) calendar days of the close of the hearing, the Committee shall submit to the Executive Vice President and the parties a written report including findings of fact, a determination as to whether a violation of the policy on discrimination/harassment has occurred, and, if so, a recommendation of relief and appropriate disciplinary action. The Executive Vice President shall implement the Committee's decision.

Step VI

If the problem is not resolved to the satisfaction of the parties involved or the Executive Vice President, either party or the Executive Vice President may appeal the decision in writing to the President. The President shall review all records of the decisions reached above and provide a written decision to both parties and the Executive Vice President within thirty (30) working days.

Step VII

The Executive Vice President will contact the complainant 30-60 days from the date of the written report to inquire if retaliatory actions have occurred as a result of reporting the complaint. In the event that retaliation has occurred, the Executive Vice President will investigate and prepare a written report of the actions. The Executive Vice President has the authority to discipline any employee or student for any such retaliatory actions in accordance with College Disciplinary Policies.

Grievance Procedures

Recourse is also provided to employees and students who wish to present formal complaints concerning possible violations of Board or College policies. Student grievance procedures are outlined in the College Catalog. The guidelines below apply to employee grievances. Separate procedures are provided for complaints of discrimination and harassment.

A grievance is an allegation by an employee

- a) that the terms and conditions of that specific individual's employment by the College have been materially adversely affected by a violation, misinterpretation, misapplication, or non-application of written Board and/or College policies, rules, and regulations or
- b) that disciplinary action taken by the College was in violation of or arose out of the misinterpretation, misapplication, or non-application of written Board and/or College policies.

General Rules for Filing a Grievance

1. The statement of the grievance shall be limited to a single grievance and shall remain unchanged through each step of the procedure.
2. Any settlement, withdrawal or disposition of a grievance at any step shall not constitute a binding precedent with respect to any similar grievances subsequently filed in the future.
3. The Human Resources Office shall maintain grievance log books in which each grievance filed shall be dated and shall be assigned a number. This number shall be assigned by the Human Resources Office. All action related to each grievance shall be recorded in the log book together with the date on which the action or event took place. It shall be the responsibility of each supervisor handling a grievance to promptly notify the individual(s) responsible for the logs of all actions.
4. All prescribed actions and time commitments shall be strictly enforced. Failure by the employee to take action within the time prescribed will result in dismissal, with

prejudice, of the grievance and adherence to the decision reached at the prior step without further appeal of any kind.

5. Employees who initiate external proceedings prior to filing a grievance or while grievance procedures are in progress waive their rights to pursue internal grievance procedures.
6. In the event a grievance is filed against the Executive Vice President, the President shall assume duties assigned to the Executive Vice President in the grievance process. In the event a grievance is filed against the President, the Chair of the Board of Trustees or his/her designee shall assume duties assigned to the Executive Vice President in the grievance process.

Procedures:

1.
 - a. A written statement of the grievance shall be submitted to the immediate supervisor within ten (10) working days of the incident, or within ten (10) working days of the date an employee could reasonably be expected to have first knowledge of the circumstances leading to the grievance. The supervisor shall inform the Executive Vice President and the Human Resources Office that the grievance has been filed.
 - b. The employee and immediate supervisor must meet to discuss the grievance informally and attempt to resolve the grievance.
 - c. In the event that the informal discussion does not resolve a grievance, the following procedure shall be utilized if the employee elects to seek further consideration of the matter.
2.
 - a. The employee shall file the grievance in writing with the vice president who administers his/her assigned area or the President (in cases of employees who report to the Office of the President). The employee shall also forward a copy of the grievance to the Executive Vice President and the Human Resources Office. The statement of the grievance must include (a) a statement of the nature of the grievance, (b) a statement that informal discussion has failed to satisfactorily resolve the grievance, and (c) a statement that all intermediate supervisors (if any) have been notified in writing that a formal grievance is being filed. Grievances must be filed within ten (10) working days of the informal meeting with the immediate supervisor.

The Executive Vice President shall provide the employee with written acknowledgment of the grievance as soon as possible and provide written notification to the employee within ten (10) working days whether or not the grievance may be pursued. Copies of the acknowledgment and the notification shall also be provided to the Human Resources Office within the stated time limits.

A decision by the vice president or President, with whom the grievance is filed, that the issue raised (a) is not a grievance as that term is defined in this directive, or (b) is already the subject of another pending grievance filed by the same employee, or (c) has been resolved against the employee in a prior proceeding instituted pursuant to this directive, is not reviewable.

If the grievance is not barred for one or more reasons described in (a) through (c) in the preceding paragraph, the vice president with whom the grievance has been filed may proceed to investigate it. In such event, a conference shall promptly be scheduled with the

employee. Due consideration shall be given to the grievance, and every effort shall be made to arrive quickly and fairly at an equitable solution.

In the event a decision is not given or mailed to the employee within the ten (10) working days, the employee may immediately submit an appeal under 2b.

- b. If the grievance is not resolved under 2a. above, the employee may appeal to the Grievance Review Committee (hereafter called the "Committee") by filing a written notice of appeal (which shall state the basis of the grievance in reasonable detail) with his/her vice president or President (as the case requires).

Any notice of appeal to the Committee must be in writing, signed by the employee and filed within ten (10) working days of the date of the decision rendered under 2a. above. The vice president shall forward a copy of his/her decision and justification for it and the notice of appeal from the employee (to which any relevant documents may be attached as exhibits) to the President within ten (10) working days of the receipt by the vice president of the notice of appeal. The vice president or President (as the case requires) shall also forward copies of these documents to the Human Resources Office. The notice of appeal and the decision of the vice president or President (as the case requires) with other documentation of the grievance, shall be transmitted to the Chairperson of the Committee within ten (10) working days of receipt.

The President shall appoint a Grievance Review Committee of five members including at least one member who is a peer of the complainant and one whom is designated as the Chairperson with voting privileges. A majority of those members of the Committee who are empowered to review a specific grievance shall constitute a quorum for the purpose of conducting such a review and rendering a decision.

The Committee shall review the grievance by examination of the data submitted and shall take one of the following actions within fifteen (15) working days after the notice of appeal to the Committee is received by the Executive Vice President:

1. Uphold the decision rendered under 2a. above.
2. Modify or countermand the decision.
3. Schedule a hearing.

If the Committee decides that a hearing shall be held, the employee shall be notified of the date, time, and place. To the extent practicable, the hearing shall be held within fifteen (15) working days of the date of mailing of the notice of hearing to the employee. The decision of the Committee shall be rendered within ten (10) working days of the conclusion of the hearing.

At the hearing, the following procedures will be utilized in the indicated order.

- a. The grievance shall be a closed hearing unless both the grievant and the accused agree to open proceedings. In a closed hearing, only the grievance committee, the grievant and the accused may be present during all proceedings. Witnesses may be called to testify and may only be present during their individual testimony. All proceedings will be officially recorded and transcribed by an individual selected by the Committee Chairman.
- b. If either the grievant or the person charged elects to be represented at the hearing by a person of their choosing, the individual choosing such representation must notify the other party and the Committee Chairman of the name, address, and telephone number of the representative no less than ten (10) days prior to the hearing. If, upon such notification, the other party also elects to have representation at the hearing, he/she must provide the Committee Chairman and the first party with the name, address, and

telephone number of the representative no less than five (5) days prior to the hearing. Representatives for either party may be present, but shall not speak or otherwise actively participate in the proceedings. Should either party's representative assume an active role as legal counsel, all grievance proceedings shall cease immediately.

- c. Both the grievant and the accused party must deliver to the Committee Chairman and to each other, at least five (5) days prior to the hearing, a list of witnesses to be called which includes their names, addresses and telephone numbers and copies of exhibits that will be introduced. Failure to deliver such information to the Committee Chairman or to the other party within the prescribed time will be grounds to deny the testimony of a witness not divulged and to deny the introduction of an exhibit not shared.
- d. The grievant shall present an opening statement indicating the basis for his/her grievance. Such presentation shall be limited to twenty (20) minutes.
- e. The accused shall present an opening statement indicating his/her response to the grievance. Such presentation shall be limited to twenty (20) minutes.
- f. The grievant may call any witnesses to testify. After the grievant questions such witnesses, the accused may question any witness called. Additionally, the committee may ask questions of the witnesses.
- g. The accused may call any witnesses to testify. After the accused questions such witnesses, the grievant may question such witnesses. Additionally, the Committee may ask questions of the witnesses.
- h. The grievant may give a closing statement. Such statement shall be limited to twenty (20) minutes.
- i. The accused may give a closing statement. Such statement shall be limited to twenty (20) minutes.
- j. After the closing statement by the accused, the grievant may elect to present a rebuttal statement, which shall be limited to five (5) minutes.

To assure the objectivity and fairness of all deliberations by the Committee, employees shall refrain from communicating with its members regarding grievances. Similarly, committee members must act with integrity and not discuss or disclose the grievance or committee proceedings with external parties during or after completion of the proceedings.

The Committee shall prepare a written report of its findings with respect to the grievance presented to it. Such report shall briefly summarize the grievance and shall set forth the Committee's conclusions and decision, briefly stating the reasons therefore. One copy of such findings shall be mailed to the employee (by certified or registered mail, return receipt requested) within ten (10) working days of the decision by the Committee. One copy shall be delivered to the Executive Vice President, one copy shall be sent to the vice president, and one copy shall be retained in the Human Resources Office files for seven (7) years or for such other period as the Committee deems appropriate. Decisions of the Committee shall not set a precedent as to other grievances.

If the problem is not resolved to the satisfaction of the parties involved, either party may appeal the decision in writing to the President. The President shall review all records of the decisions reached under sections 2a. and 2b. above and provide a written decision to both parties within thirty (30) working days. The decision of the President shall be final.

Individuals with complaints of discrimination or harassment may file their complaint under either the grievance procedures or the discrimination and harassment procedures. Any

individual filing a complaint of discrimination or harassment under one of these procedures waives the right to file the same or similar complaint under the other procedure.

Personnel Records and Employee Access

The College respects the privacy of its employees and ensures the best effort in limiting the use and distribution of private information to those with legitimate business needs for the information. In certain circumstances, the College may be required by law to provide confidential employee information to outside entities.

An employee may review his or her official personnel file after giving written notice to the Personnel Assistant with approval by the Director of Human Resources. Such review must take place within five (5) business days from the date of the request in the presence of the Personnel Assistant or other College Official designated by the Director of Human Resources to assure the file is not altered in any way.

Professional Development

Continuing professional development contributes to the overall growth of the institution and is a positive contributor not only to the morale of MSCC employees but also to the College's quest for excellence in programs and services. The College administration both supports and encourages participation in activities that promote better efficiency, improvement in curriculum and instruction, job development, enhanced customer service, and development of the infrastructure. At the same time, deadlines, workloads, and limited human resources require that some constraints be placed on the number and timing of leaves from duty to participate in professional development opportunities or professional service on behalf of the College. Employees who wish to serve as members or officers in professional organizations or who wish to present at conferences which require time away from their regular duties must obtain approval from their supervisors and the appropriate vice president in advance of making any commitments.

Funds for Professional Development/Business Travel

Full-time MSCC employees may request financial support for College-related business travel or professional development. Adjunct faculty and other part-time employees may also be eligible for particular professional development opportunities related to their areas of responsibility. Funds may be available through the following means:

Department/program area budgets: Funds for attendance at local and state meetings related to the employee's area of responsibility, for participation in professional development events off-campus, or enrollment in job-related MSCC non-credit courses may be accessed through department budgets. Enrollment in MSCC credit classes is supported by tuition waivers for full- and part-time employees.

Grant funds: Travel funds for grant-related activities are also available. The grant director and appropriate vice-president are authorized to approve travel meeting the criteria and objectives of the particular grant. Travel funds and criteria vary by grant. The employee who is interested in using funds to support grant-related travel should consult with the grant supervisor.

General Guidelines for Professional Development

1. Faculty and staff who take college credit courses, whether they are at MSCC or at other institutions, will do so on their own time. In some rare cases, work schedules may be adjusted to allow enrollment during the normal work day; however, employees must obtain advance approval from their supervisor, vice president, and Executive Vice

President. When such adjustments are allowed, the employee is still expected to work the customary number of assigned work hours per week.

2. Employees may request professional leave to enroll in short-term (12 contact hours or less), work-related, non-credit courses, such as those provided through Business and Industry Education without the required make-up of time. However, only one such activity per employee will be allowed each semester. In addition, supervisors must coordinate both within their own departments and with other work areas to ensure that the absence of the employee will not affect deadlines or projects that are due.
3. Employee time and college funding create a mutual investment in growth and improvement. In no instance will an employee be compensated in additional salary or compensatory hours for participation in College-funded development activities, including college credit courses, professional development events, travel on the weekend or holidays, or events outside the specified contract period (10-month employees and adjuncts).
4. Professional developmental workshops provided on-campus, generally by College personnel but sometimes by consultants or presenters, are viewed as part of an employee's work responsibility and work hours. As such, attendance is generally required or expected. No "make-up" time will be required in such cases. However, compensatory or overtime hours may be approved for non-exempt staff in rare circumstances should time attending the workshop prevent critical work from being completed as expected. Professional employees will be approved for flexible scheduling changes when workshops are set at times when they were not originally scheduled to be on campus.
5. Departmental travel budgets may include funds for professional conferences essential to employees' areas of responsibility, but all such requests require supervisory approval, including the approval of the appropriate vice-president. Employees who fail to get the necessary approvals may be held responsible for their registration and travel expenses. Regardless of funding source, professional development requests which exceed approved budgeted amounts may require a signed agreement between the employee and the College. This agreement will require a specified term of employment following the activity to ensure that the College derives benefit or restitution of funds by the employee if he/she ceases to be employed during their specified period.
6. Workshops requiring travel away from the campus and/or directed by the supervisor do not require "make-up" of time; however, compensatory hours or overtime will not be allowed to make up work missed during the employee's absence.

All employees are expected to take professional leave for off-campus activities; those with instructional responsibilities are expected to identify qualified substitutes and to provide quality lesson plans to be followed in their absence. The names of the substitutes should be submitted to the Academic Program Coordinator. Generally, employees may take no more than two trips annually. Special exceptions may be approved or directed by the Executive Vice President.

Tuition Waivers for Credit Courses

Tuition waivers for up to two courses (not to exceed eight hours of credit) taken during the fall and/or spring semesters are available to

- Full-time employees who have worked at the college at least three months, as well as their spouses or dependents
- Board of Trustee and Foundation Board members, as well as their spouses and dependents.

To be considered a dependent for this purpose, the student must be under the age of 24 and a full-time student and considered a dependent on their tax return.

A tuition waiver for up to four hours of credit is available during the summer term for full-time employees and their dependents as funding is available.

Families may utilize multiple waivers in the same semester, but no individual is eligible for more than two courses or eight credit hours. Full-time employees must have prior permission from their supervisors and the Executive Vice President to enroll in classes held during their normal work day. Full-time employees who do not remain employed by the College for at least one semester following the semester of enrollment for which a waiver applies may be required to reimburse the college for the waived tuition.

Tuition waivers for one course (not to exceed four hours of credit) taken during the fall and/or spring semesters are available to

- Part-time faculty who have been employed to teach a minimum of one course during the semester for which the waiver applies or during the previous semester.
- Part-time staff who have been employed at least 3 months

Spouses and dependents of part-time and adjunct employees are not eligible for waivers. MSCC tuition waivers are not available to other agencies' employees or volunteers who are stationed on the MSCC campus.

Courses must be taken on a "for-credit," not an audit basis, and waivers may not be used to pay for independent study, credit by examination or credit by portfolio.

Employee waiver requests should be submitted to the appropriate supervisor and the Executive Vice President for approval prior to Regular Registration for the semester of enrollment, and registration must occur during the Late Registration period on a space available basis. However, waiver recipients may register for other classes (for which they pay tuition) during early or regular registration.

Tuition waiver recipients must meet the regular admission requirements of the college and must maintain all academic standards in order to remain eligible for this benefit. Individuals are responsible for any textbook expenses and fees associated with the courses.

Tuition waiver forms are available on the shared administrative directory (K:\Shared\Forms\Tuition Waiver.doc), from the Academic Affairs Office, and from the Finance Office.

Tuition Waivers for Non-Credit MSCC Courses

Mid-South Community College does not provide employee waivers for Business and Industry Education courses. These classes, unlike credit courses which generate state revenues that subsidize our low tuition charges, are offered on a cost-recovery basis.

If a supervisor determines that an employee needs to take a course related to his or her job responsibilities, then the supervisor will approve a purchase order for the tuition, which will be charged to the employee's department. Employees will be required to sign an agreement to remain employed for a mutually agreeable period of time following completion of the course or reimburse the College for the cost of the course.

Because such development is of value to the employee as well as the department, the employee is generally expected to purchase any required text or instructional materials. In the

event that the supervisor approves the cost of a textbook or other materials being charged to the department, then those materials remain the property of the department and not the individual and should then be available to others in the department.

Exceptions to these guidelines and restrictions may be granted by the President.

Tuition Reduction for Franklin University Classes

Franklin University offers a Community College Alliance Faculty and Staff Tuition Reduction Program. The Program is designed to express Franklin's commitment to its community college partners and its dedication to life-long learning.

A reduction/discount of 15% will be applied to undergraduate tuition, and 10% will be applied to graduate tuition for employees of partner schools. The reduction benefit will be applied to Franklin University tuition only and does not cover books, supplemental materials, or costs incurred at other educational institutions.

To be eligible for this benefit, students must be full- or part-time permanent employees of the partner college. Work-study, contractors, vendors, and temporary employees are not eligible. To take advantage of the CCA Tuition Reduction Program, students must complete an application (available from HR) and mail it to Franklin University Business Office.

MSCC Foundation Educational Loans

For full-time employees who have worked at MSCC for at least six months and are contributors to the Foundation, the MSCC Foundation will offer a limited number of interest free loans for up to \$500 per employee to use towards a credit class at any accredited four-year college or university. Funds are limited, so priority will be given to employees whose field of study directly relates to their career development at MSCC and to the earliest applicants. The loan will be paid back through payroll deduction in equal amounts to ensure that the loan is paid back by the end of the semester for which it is awarded.

The application for a professional education loan is available from the Foundation Office.

Chapter 4

Financial Services

Financial Services

Internal Requisition of Supplies

Employees are required to submit Internal Requisition Forms to purchase materials, supplies, and/or equipment, which are stored at the College. A copy of this form can be found in the shared administrative directory (K:\Shared\Forms\Internal Request for Supplies.xls) and online at <http://intra.midsouthcc.edu/>. Typical items include pens, markers, paper, grade books, staplers, and pencil sharpeners (a list of supplies is available on each campus in the front office). Forms must be filled in completely and approved by the budget manager. Charges will be allocated to the appropriate budget at the end of each month.

Purchase Requisitions

In order to purchase materials, supplies, and/or equipment from external sources, employees must submit an electronic purchase requisition for approval and processing through the electronic Datatel/Colleague system. The originator of the request enters the information into the system including vendor, description of items, quantities, amount, general ledger account number to be charged, and appropriate approval sequence. The system routes the request to the appropriate supervisor and vice presidents for approval. If funds are insufficient to cover expenses, a budget transfer must be completed before a requisition can be entered. Instructions for completing a requisition are available on the shared administrative directory (K:\Shared\Policies & Procedures\Procedures for Entering Requisitions in Colleague.doc), and employee training is available by contacting the Purchasing Agent in the Finance Office. Requests involving transfers from special funds must be approved by the President.

Travel Requests, Reimbursements, and Advances

MSCC Travel Procedures Guidelines are available on the shared administrative directory (K:\Shared\Forms\Travel). Employees must know and follow procedures which govern car rentals, lodging costs which exceed approved rates or which extend beyond conference dates, airline tickets, allowable meal costs, local travel in destination cities, as well as other restrictions on reimbursable expenses. Those who do not follow policy may forfeit reimbursement.

Exceptions to standard procedures must be approved by the appropriate supervisor and Vice President for Finance and Administration **in advance**. College personnel must complete an Out-of-District Travel Request for all travel outside of Crittenden County. All forms must be approved by the supervisor, appropriate vice president, and Executive Vice President. Electronic travel request and reimbursement (TR-1) forms, travel procedures, information, meal rates, and a mileage chart for Arkansas cities are available on the shared administrative directory (K:\Shared\Forms\Travel) and online at <http://intra.midsouthcc.edu/>.

College Vehicles

Employees should use College vehicles in lieu of personal vehicles whenever possible. To reduce travel costs, van use or car-pooling is required when multiple employees are traveling to the same location. College vehicles are to be used only for approved College-related business and activities. Prior to using College vehicles, employees must complete the College Vehicle Safety Program forms and provide the Finance Office with a copy of their driver's license and automobile insurance coverage. Employees without valid driver's licenses and insurance may not operate College vehicles. Forms are available in the shared administrative directory (K:\Shared\Forms\Travel) and online at <http://intra.midsouthcc.edu/>. When a change is made to

the driving record of employees who have an Arkansas license, the college is notified automatically. Employees who do not have an Arkansas license must update annually, in August, to document continued eligibility to operate College vehicles.

Authorized College employees may request use of a College vehicle by submitting a Vehicle Request form with approval from their supervisor to the Vice President for Finance and Administration who will forward to Barbara Stewart in the Finance Office. If approved, the employee will pick up a copy of the form, keys, and credit cards for the purchase of gas and minor maintenance needs from the Finance Office. Documentation of all such expenses, as well as mileage driven, must be submitted to the Finance Office upon return of the vehicle. Employees should list any maintenance and repair needs on the Vehicle Request form before returning it to Finance Office. Procedures to follow in case of an accident are listed on the back of the Vehicle Request form.

To promote safety and avoid increased liability, employees using state vehicles should take care to follow all traffic regulations, use seatbelts, and refrain from using telephones while the vehicle is in motion. No smoking is permitted in College vehicles.

Usage of College vehicles is subject to availability, and the Vice President for Finance and Administration reserves the right to assign priority according to the number of passengers or to the economy of use.

Employees driving state vehicles are expected to observe Arkansas State Vehicle Safety Program guidelines provided with MSCC Vehicle Use forms.

Requests for Key Assignment

Employees requesting keys to rooms and/or offices should access the key request form on the shared administrative directory (K:\Shared\Forms\Key Authorization and Receipt.doc) and online at <http://intra.midsouthcc.edu/>. The form should be completed and approved by the supervisor and appropriate vice president, then forwarded to the Executive Vice President. Upon termination or when the key is no longer needed, it must be returned to the Materials Manager. Employees will be charged \$5 for each lost key. Final payroll checks following the termination of employment will not be issued until all keys are returned.

Request for Telephone Service

Existing employees who relocate within the College must request telephone service by emailing ITech and copying their supervisor and appropriate vice president. ITech will move or delete services as required. The supervisor of new employees should email ITech and copy their appropriate vice president for ITech to set up initial service for the employee.

The employee's supervisor may also request by email to ITech a long distance code which permits them to call business contacts and students outside the local calling district. Charges for the telephone and long distance calls will be allocated to the appropriate departments on a monthly basis. Employees may not make personal long distance calls.

Special Funds

Employees may voluntarily contribute to the flower fund through payroll deduction. These funds support the provision of flowers to employees and their guests and immediate families in cases of bereavement or illness.

Employees of MSCC are also encouraged to contribute to the MSCC Foundation. An institutional goal of 100 percent participation by our full-time employees has been established. These funds are used to promote MSCC activities and provide scholarships for many MSCC students.

Chapter 5

Academic Policies and Procedures

Academic Policies and Procedures

In addition to the policies and procedures outlined in this chapter, all instructors are expected to be familiar with the College Catalog. Material in the catalog is not duplicated in this handbook.

Academic Advising

Designated full-time faculty and staff serve as academic advisors to students in helping them plan their academic programs and class schedules. Academic advisors must be knowledgeable about program requirements, course pre-requisites, and articulation agreements with transfer institutions, so participation in advisor training each semester is required. Effective advisors take a personal interest in students, taking time to learn about their job and family commitments, their career goals, and their academic preparation. Each advisor is provided with an advising handbook.

Academic Freedom

Academic freedom and responsibility are fundamental to an environment of higher learning and are essential to discovery, creativity and scholarship in teaching, research, and extension/outreach. College policies and procedures exist to insure academic freedom for the institution, its faculty and its students in an atmosphere of open inquiry and discussion and the free expression of ideas. Whereas creative tension exists between the institution's rights and those of individuals, all members of the professional community must endeavor to balance personal freedom with community responsibility and integrity. All members of the MSCC community share responsibility for maintaining an environment in which academic freedom flourishes.

MSCC ascribes to the four tenets of institutional academic freedom in that the administration determines who will teach, what subjects will be taught, what delivery methods and media will be used, and who will be admitted to the College and to specific programs it supports. Academic freedom also assures instructors the following rights:

- to teach the perceived truth in their academic subject area
- to openly discuss ideas and topics relevant to their discipline
- to participate in academic program development and in the determination of appropriate curriculum and course content
- to determine pedagogical methods and evaluation procedures which are in support of improved student learning and performance as governed by the MSCC Assessment of Student Academic Achievement program
- to conduct research and engage in creative pursuits, and publish the results of these endeavors, subject to the adequate performance of their other academic duties
- to engage in public service
- to participate in the governance of the College

The exercise of academic freedom also implies the following specific responsibilities of instructors:

- to pursue excellence, intellectual honesty, and professionalism in conducting research, teaching, extension/outreach, and public and institutional service
- to discuss ideas consistent with the discipline and professional expertise

- to maintain professional competence and relevance
- to encourage students and colleagues to engage in intellectual discourse and inquiry
- to evaluate student and colleague performance and achievement on a scholarly basis and
- to differentiate official duties as college employees and public servants from personal activities as citizens

Instructors are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Because of concurrent enrollment of high school students, MSCC instructors must also be sensitive to the presence of minors, whose parents may question or object to sexually explicit language or material not part of the approved curriculum.

College instructors are citizens, members of a learned profession, and official representatives of the institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educators, they should remember that the public may judge their profession or their institution by their utterances. Therefore they should, at all times, be accurate, exercise appropriate restraint, respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

Academic Misconduct

Plagiarism, cheating, and other forms of academic dishonesty are prohibited. When an infraction occurs, the course instructor will contact the VP for Learning and Instruction prior to confronting the student. Students guilty of academic misconduct, either directly or indirectly through participation or assistance, are immediately responsible to the instructor of the class. The instructor has the authority to assign an “F” or a zero for the exercise or examination or to assign an “F” in the course and must inform the student in writing of the penalty. Instructors should clearly explain their individual policies in their course syllabi and immediately inform the Vice President for Learning and Instruction of any infraction. Files of academic misconduct are kept in the Academic Affairs Office, and when students are guilty of more than one infraction, other disciplinary sanctions may be imposed through the regular institutional procedures of the college, including suspension or expulsion with documentation of such action placed in the student’s academic record.

An instructor who charges a student with academic misconduct and changes a grade as a result must file a written report about the incident, including all pertinent facts and stating what action has been taken with the Vice President for Learning and Instruction within five working days after the incident. If the student files a grievance, the instructor’s report will be reviewed by an ad hoc Academic Appeals Committee. Instructors should not tolerate academic dishonesty, but they should be certain they can prove an allegation before taking action against a student.

Instructors should refer to the College Catalog for a full description of the College’s policy regarding academic misconduct and the grievance procedure which students may follow if they feel they have been unjustly accused.

Adjunct Faculty Support

Work and Filing Space

Adjunct faculty may request filing space in the Magruder Building on the South Campus by contacting the Academic Affairs Office. Mailboxes for internal correspondence and notices are also provided to adjunct faculty in Magruder Hall.

Duplication Requests

Clerical staff in the Academic Affairs Office can provide adjunct faculty with assistance in duplicating materials for their classes. However, adjunct faculty members are also issued account numbers for using designated copy machines on both the North and South Campus.

Office/Instructional Supplies

Office and classroom supplies may be ordered by submitting an Internal Supplies Request to the Vice President for Learning and Instruction. The College provides such items as paperclips, file folders, markers, pens, roll books, and post-it notes.

Classroom Keys

Adjunct faculty may request a master classroom key by submitting a Key Request form to the Vice President for Learning and Instruction.

E-Mail Accounts

Each semester, e-mail accounts are established for adjunct faculty. E-mail is the primary means of communication at Mid-South, so adjunct faculty members are encouraged to check not only the mailboxes, but their e-mail messages frequently. E-mail accounts may be accessed from off-campus through the Campus Cruiser link on the College's web-site.

Attendance Records and Rosters

Faculty must keep accurate and up-to-date attendance and grade records for their classes. All instructors should have students sign in for every class. Sign-in sheets must be turned in at the end of the semester along with copies of grade rosters and major tests in case of student grade disputes. Such records are required for internal accountability and for assessment purposes. At the 11th day of the fall and spring semesters and at the 5th day of the summer terms, the Registrar's Office issues a "No Show" roster on which faculty must designate those students whose names appear on their class roll, but who have never attended the class. The Registrar will verify such students' enrollment status and notify faculty of any students who have dropped or withdrawn from the course.

Faculty must also send any student who is attending the class, but whose name is not on the roll, to the Registrar's Office. Faculty should not allow students whose names do not appear on their rolls to attend additional class meetings unless the students present an MSCC Add/Drop form and evidence that they have paid for the course.

Official class rosters are issued after the 11th day of the fall and spring terms and after the 5th day of the summer term.

The drop and withdrawal processes are explained in the College Catalog. Instructor signatures are required on all drop and withdrawal forms to insure that instructors are aware of students' intent and have the opportunity to intervene.

Final Grade Rosters are distributed at the end of the semester. Instructors are to enter students' final grades for their course. Instructors may not list "W's," which are not grades, but rather indicate a student's enrollment status. Only the Registrar's Office assigns "W's" to students who have officially dropped or withdrawn from the College.

Adjunct faculty should turn in their attendance/grade books at the end of each semester. These are kept on file in the Academic Affairs Office for one year.

Instructors should ask students to provide their telephone numbers and addresses at the beginning of each course. Having this information enables instructors to easily contact all

students who fail to attend class. A personal call from the instructor is the most effective measure in encouraging students to return to class.

If a student indicates a problem requiring external assistance, faculty should notify the Learning Success Center. LSC staff will follow up by counseling with the student and providing feedback to the referring instructor.

Changes in Class Times and Locations

Instructors must notify the Academic Affairs Office by phone (870-733-6744) or email (academicaffairs@midsouthcc.edu) in advance when they cancel or suspend a class meeting or when they change the location or time of a class meeting. Such changes in location include library assignments, field trips, or use of the Learning Success Center for special assignments. This information is needed to answer student inquiries and in case students need to be contacted for an emergency.

Requests for room changes should be made to the Administrative Assistant to the Executive Vice President in the Academic Affairs Office and approved in advance to ensure the change does not conflict with another class or scheduled College activity.

Classes should begin on time and should last for the time period specified in the schedule of classes. In the rare instance that a class begins late or is dismissed early for a research assignment or other instructional activity, the instructor should inform the Academic Affairs Office and remain in the classroom to be available to students who need assistance. Three-hour classes are scheduled to include 10 minutes breaks halfway through the class period, and instructors should insure that breaks do not last longer than scheduled.

Classroom Maintenance

Food and drink are not allowed in the classrooms. Instructors who want to plan a special event with their students should notify the Vice President for Learning and Instruction and reserve a special facility by contacting the Administrative Assistant to the Executive Vice President in the Academic Affairs Office.

Posters, flyers, or other materials should not be taped or stapled to the walls or doors. Instructors should see that classrooms are left in order for subsequent use. Chairs and desks should be returned to their original positions and boards wiped clean for the next class. Instructors teaching in computer classrooms should ensure that all students have left the rooms and that the doors are closed and locked. Instructors should ensure that all computers and projectors are turned off before they leave a classroom.

Facility and equipment repair and maintenance needs should be reported to the Academic Affairs Office or the Director of the Physical Plant.

Classroom Misconduct

Instructors have the primary responsibility for control over classroom behavior and can order the temporary removal or exclusion from the classroom of students who disrupt the class or violate the general policies of the College.

Disruptive conduct shall include, but is not limited to, any intentional interference with the normal classroom procedure, the presentation of the instructor and/or other students, or in other students' rights to pursue course work. If necessary, instructors may ask for assistance from a security officer.

The instructor shall report the incident to the Vice President for Student Affairs and to the Vice President for Learning and Instruction. The instructor will meet with the Vice Presidents to determine the appropriate action before the next class period. If there is disagreement regarding

the student's readmission to class, the student will be excluded from the classroom pending a hearing before a disciplinary hearing committee appointed for that purpose. Extended or permanent exclusion from the classroom can be affected only through the appropriate procedures of the College. Procedures for disciplinary hearings are outlined in the College Catalog.

Copyright Regulations

Federal copyright law prohibits the use of copyrighted material without written permission from the copyright holder. The principle of "fair use" included in the Copyright Act of 1976 does allow some copying and other uses of copyrighted works in teaching, research, and criticism situations. However, "fair use" is a loosely defined term, and copyright law is complex, particularly in the area of electronic reproduction and distribution.

MSCC employees are strongly encouraged to seek advice before reproducing copyrighted print materials; incorporating copyrighted materials (including music and images) into electronic files to be posted on the MSCC web page; making derivative works from copyrighted materials; copying or editing computer programs; making back-up or archival copies of any copyrighted works; or performing, displaying, or making other uses of copyrighted works. Conscientious adherence to fair use guidelines and the best advice available may protect the employee and the College in cases of alleged copyright infringement; failure to do so may leave employees personally liable in potential lawsuits.

Compliance with copyright law is the individual responsibility of each employee. For guidance in reproduction and distribution of copyrighted works, employees should refer to the Copyright Handbook located in the MSCC shared files and consult with the Executive Vice President, who serves as the College's Copyright Compliance Officer.

Since "copyright" now applies to any original expression in a fixed form, the best solution to issues related to the use and reproduction of copyrighted materials is to get permission from the copyright owner. The Copyright Compliance Officer can assist with this process. However, the following general guidelines should be followed when using materials from other sources:

Employees should

- avoid copying and distributing the same printed material for more than one semester.
- avoid copying of substantial or otherwise significant portions of copyrighted works.
- avoid copying and distributing more than two works by any author.
- not direct others to reproduce copyrighted materials for them.
- assume that everything on the Web is copyrighted and seek appropriate permissions for electronically reproducing or distributing it (including incorporating links).
- note the source of the material (author, title, copyright and publication information) on the reproduced work.
- plan ahead to obtain permissions to use copyrighted works to avoid delays, unexpected expenses, or other complications.
- not assume that educators may make any use of copyrighted works that they choose.

Disability Accommodations for Students

Students with disabilities are asked to register with the Learning Success Center prior to enrolling for a semester so that appropriate accommodations can be made to support their academic success. LSC staff will notify all instructors regarding requested and approved accommodations. Whereas MSCC encourages all instructors to be sensitive to students' needs,

instructors should verify students' disability status before making unauthorized accommodations. A verbal statement from a student indicating a disability is insufficient reason to make special accommodations for that individual. Additional information is available in A Student's Guide to Disability Services handbook which is available in the Learning Success Center and on the Mid-South Community College website at <http://www.midsouthcc.edu/studentserv/disabled.htm>.

Electronic Delivery of Courses

Full-time faculty who teach electronically delivered courses or hybrid courses as part of their regular loads are still required to be on campus a minimum of 30 hours a week and provide the appropriate number of office hours for availability to students.

Instructors teaching electronically delivered courses on an adjunct or extra-pay basis are not required to hold on-campus office hours, but must schedule the appropriate number of virtual office hours for each course taught. Instructors may be asked to provide on-campus hours if student performance indicates a need for such support. Hybrid courses require on-campus office hours.

End of Semester Check-Out Procedure

At the end of each semester, the Vice President for Learning and Instruction distributes a check-out sheet which lists all materials and supplies which must be turned in and approved prior to final checks being released. Items generally included for adjuncts instructors include, but are not limited to, classroom master keys, textbooks and supplemental materials, grade and attendance rosters, copies of major tests/assignments, and archived electronic courses.

Evaluations of Instruction

All Mid-South instructors are expected to participate in the evaluation of instruction. Student evaluations of instruction are conducted each semester. Instructors using electronic surveys should ensure that students know how to access the evaluation instrument through the College web-site. To protect student anonymity, instructors should not observe or supervise students while they are completing the survey. Electronic tabulations and student comments will be shared with instructors after grades are turned in for the semester.

Observations of classroom instruction are also conducted by an academic administrator or appointed full-time faculty member. Copies of evaluation forms are available from the Academic Affairs Office.

Field Trips

Instructors are encouraged to plan field trips related to course objectives. The appropriate Academic Program Coordinator should be informed prior to scheduling a field trip, and a Field Trip form must be approved in advance by the Vice President for Learning and Instruction.

Students, who are minors, must have their parent/guardians sign waivers in case of accidents which could occur during transportation to and from field trip sites. If students will miss other classes because of a scheduled field trip, they should be reminded to inform their other instructors in advance to ensure not being penalized for missed work.

Final Examinations, Other Evaluations

Instructors are expected to include a final examination in each course they teach at the assigned date and time in the published exam schedule. The final examination may or may not be comprehensive at the instructor's discretion.

Community college students benefit from frequent, formative evaluation so that they know how they are progressing during the term. Instructors are encouraged to provide a minimum of four, and often more, graded assignments at frequent intervals during the semester. Instructors are also encouraged to provide students with models of papers, test answers, or projects so that they have a clear understanding of the instructors' expectations and grading standards.

Guest Lecturers

Instructors are encouraged to invite guest lecturers to enrich their courses. However, advance approval is required by the Vice President for Learning and Instruction.

Grading Policies

The MSCC Grading Scale is provided in the College catalog. The academic administration recommends that each student be allowed to make up at least one and no more than two graded assignments in each class to allow for extenuating circumstances beyond the student's control. Faculty who wish to provide other make-up arrangements must obtain the approval of the Vice President for Learning and Instruction before distributing syllabi to students.

Grading policies that state clearly how course grades are determined must be included in course syllabi. Students should be informed at the beginning of each course precisely how many and what types of assignments and tests to expect during the term and what percentage each contributes toward the final course grade.

Graded assignments, tests, and exams should clearly relate to course learning objectives and be a part of the learning process in each course. Students who understand the grading standards and who receive timely feedback about their progress learn more and are less likely to complain about their final grades.

I Grades or Incompletes

An instructor may assign a grade of "I" for a student who is unable to complete all the requirements of a course subject to the following conditions:

- the student has attended regularly and completed more than 50 percent of the course material with a passing average prior to assignment of the "I." (Developmental Math requires 90% completion)
- an illness or other circumstances beyond the control of the student interferes with the student's ability to complete the course by the last day of the semester;
- there is reasonable expectation that the student can complete the remaining work by the sixth week of the following term;
- the instructor submits a "Request for Incomplete Grade" form for approval by the Vice President for Learning and Instruction prior to last day to submit grades for the semester. This form should be signed by the student and the instructor and accompanied by a written justification for the "I" grade and a list of assignments that must be completed.

Upon approval by the Vice President, the instructor should provide the student with a copy of the Request for Incomplete Grade and a list of the assignments and tests to be completed.

Instructors who do not plan to be on campus the next semester must

- provide their Academic Program Coordinator with a detailed list of assignments and grading scales to evaluate the student's work.

- provide the student with the Coordinator's name and telephone number so that the student knows who should be contacted to complete the course.

"I" grades are usually awarded only after the last day to drop or withdraw when extreme circumstances prevent a student in good standing from completing a course. "I" grades should not be awarded to students who do not attend class, do not complete work, do not drop or withdraw, and request an "I" to avoid receiving a failing grade.

Once an "I" grade is approved, the student is responsible for contacting the instructor or the Academic Program Coordinator (if the instructor is no longer employed the following semester) to arrange for course completion within the six-week time period. Following receipt of the completed work, the instructor or appointed substitute will submit a grade change to the Registrar that will become part of the student's academic record. If the work is not completed by the sixth week of the following term, the "I" is automatically converted to an "F."

Until such time as the "I" is removed from the student's academic record, the student's GPA shall be calculated as if the "I" were an "F." A grade recalculation will be done on receipt of the final grade by the Registrar's Office.

Retention of Attendance/Grade/Academic Assessment Records

Instructors must maintain attendance and grade records (including how the final course grades were determined and measurements of student learning outcomes) for each class they teach for a minimum of one calendar year following the class. All faculty members must provide their Academic Program Coordinators with legible copies at the end of each semester. These records will be filed in the Academic Affairs Office.

Instructional Duties and Responsibilities

Quality, effective teaching that advances student knowledge and skills is the primary obligation and duty of all MSCC instructors. Instructors are expected to teach assigned classes in accordance with approved MSCC syllabi and the established goals and objectives of the course.

Full-time 10-month instructors are expected to be on campus a minimum of 30 hours per week, including an instructional load of 15-18 credit hours and 10 scheduled office hours during the fall and spring terms, to serve as academic advisors to students, to serve on various College committees, and to participate in curriculum and instructional development and the assessment of student learning. Professional responsibilities may require additional on-campus hours. Adjunct instructors generally teach 3-6 credit hours and participate in the assessment of student learning. Adjunct instructors must provide one office hour per week per course taught for the fall/spring terms and two office hours per course per week for the summer term. They are encouraged, but not required to participate in curriculum and instructional development activities.

Each instructor is expected to perform the duties outlined in the position description which accompanies his/her annual contract.

Instructor Absences and Substitutes

All instructors are expected to meet their classes as scheduled. When they must be absent during one or more scheduled classes, they should arrange for a qualified substitute and inform the Vice President for Learning and Instruction in advance of their absence and who will be temporarily responsible for the class. Substitutes should be provided with a class roster and a lesson plan for the class(es) being covered. A list of full-time and adjunct faculty teaching in each program area and their telephone numbers will be provided to faculty at the beginning of each semester. The Vice President for Learning and Instruction or a program coordinator will

assist adjunct faculty in the identification of appropriate substitutes if necessary. Instructors should not expect the Vice President or program coordinator to serve as their substitutes.

Substitutes must be provided with a lesson plan, a class roll, and other materials necessary to the class meeting. Simply having someone take roll and cancel class is not acceptable. Instructors should either compensate the substitute or arrange an “in-kind” payback.

Under no circumstances should an instructor leave a student in charge of a class, and only in rare circumstances should a class be canceled because of an instructor’s absence.

Most short-term absences can be covered by other instructors in reciprocal arrangements or by the absent instructor compensating the substitute(s). In the event of extended absences of more than a week, the College will hire a substitute to assume the classes and may adjust the salary of the absent instructors accordingly. Full-time faculty must take leave for any missed class or office hours. Adjunct or extra-pay faculty who miss more than three contact hours of instruction in a semester may have their pay reduced by \$35 per contact hour beyond the three hours of allowed absences. Please note that finding a substitute does not waive the reduction in pay for absences beyond the 3 allowed contact hours. Reductions for hybrid and online classes will be handled on a case by case basis.

Faculty who are not in their classrooms during scheduled class times, who are not in contact with students via email/chats/discussion boards for on-line classes, and who have not informed the Academic Affairs Office of a change in schedule will be considered absent.

Office Hours

Full-time faculty must provide 10 office hours per week, and adjunct faculty must provide 1 hour/week per class taught for the fall/spring terms and 2 hours/week for the summer term.

All instructors must provide their office hours to students in writing on class syllabi. In addition, full-time employees with instructional assignments should post their office hours outside their office doors to notify students when they are available for consultation and assistance. Adjunct instructors must provide their office hours in writing to the Academic Affairs Office.

Student Retention

Mid-South Community College is committed to the retention and academic success of students. In support of those commitments, instructors should:

- take roll at each class meeting and attempt to contact students who have two consecutive, unexplained absences. When contact efforts are unsuccessful, instructors should report students’ name on the Excessive Absence rosters distributed during the first six weeks of each semester. Staff in the Learning Success Center will attempt to contact the students, resolve any problems, and provide the instructor with a progress report. When instructors perceive that students have academic problems or problems which interfere with class attendance, they should refer them to the staff in the Learning Success Center. Learning Success Center staff will provide feedback to instructors regarding student referrals.
- state course goals, objectives, and grading systems clearly so that students know exactly what is expected in order to successfully complete a course.
- engage students in active learning activities that promote involvement and responsibility for learning.

- keep students informed regarding their progress in the class by returning assignments and tests promptly, learn their individual strengths and weaknesses, and by providing concrete suggestions for improvement when necessary.
- ask for periodic feedback from students regarding the effectiveness of the course, e.g., the assignments, lectures, lab work, tests, etc. so that adjustments can be made before the course is over.
- make reasonable allowances for absences and make-up work because adult students have family and job obligations which occasionally may interfere with their college work.
- be willing to help students outside of class and refer them to other resources such as the tutorial services available in the Learning Success Center.
- learn students' names within the first few class periods, call on students by name so that they stay actively involved in the class, and treat them with respect and personal interest and never ridicule or criticize harshly.

Understanding and accommodating adult learners can be key to retaining students long enough for them to achieve their personal academic goals. Additional information regarding the characteristics of adult learners and how to start a course off right with the first class meeting is provided at the end of this chapter.

Syllabi

Instructors are expected to provide their students with a syllabus and general course orientation during the first week of classes. Model syllabi are available from the appropriate Academic Program Coordinator or from the Vice President for Learning and Instruction. Each instructor must submit a copy of the syllabus for each course and section taught to the appropriate coordinator for approval at the beginning of each semester. Once approved, these copies are kept on file in the Academic Affairs Office. Adherence to established policies is important because syllabi provide documentation of courses policies, procedures, and expectations when grade complaints and appeals are filed. Mid-South Community College syllabi must follow the approved content and format.

Teaching Loads

A full-time instructional load is 30-36 credit hours and 360-648 Student Semester Credit Hours (SSCHs) for the academic year (determined by 11th- day enrollments) usually allocated as 15 or 18 credit hours each for the fall and spring semesters. This SSCH range predicts enrollments of 12 to 18 students per class for five to six three-hour classes or four four-hour classes per semester, although other configurations are possible. Loads may be adjusted each semester according to other approved duties such as, but not limited to, academic advising, recruiting, master course development, and club sponsorship.

Instructors with fewer than five three-hour classes or four four-hour classes, or who have semester SSCHs below 180 or 192 (average of 12 students per class) respectively for a fall or spring semester will be required to assume other duties as assigned. Instructors without advising/tutoring responsibilities, committee assignments, recruiting responsibilities or other sanctioned institutional and/or student support responsibilities will be required to teach 18 hours as a regular load. Final staffing assignments are at the discretion of the appropriate Academic Program Coordinator and/or vice president.

Instructors will be paid a \$100 stipend for each preparation in excess of four assigned as part of their regular load each semester.

Extra Pay Classes for Full-Time Faculty/Staff

Instructors with full loads may request to teach one or more extra pay classes during the fall or spring semesters. Such assignments are subject to approval by the Vice President for Learning and Instruction and the Executive Vice President, and extra pay stipends may not cause a faculty member's salary to exceed the annual maximum outlined by the state appropriation act.

Extra-pay contracts will be awarded at the same salary rates paid to adjunct instructors (see Adjunct/Summer/Extra-Pay Salary Scale). Extra-pay stipends for full-time instructors will be figured according to the largest class possible once an average of 15 students per class is established for the instructor's full load. See Table A in the Appendix to this handbook.

Class hours and additional office hours per week for each extra-pay course must be scheduled in addition to the customary work week and be listed on work schedules filed in the Academic Affairs Office.

Full-time faculty may request that their contracts for extra-pay stipends for the fall or spring semesters stipulate one of two payment schedules:

- a) Payment in full at the pay period immediately following submission of final grade rosters to the Registrar's Office.
- b) Divided among the pay periods in a semester and added to the regular pay check.

Employees should designate their method of choice when they sign their extra-pay contracts.

Adjunct/Summer Extra-Pay Salary Scale

The recommended course load per semester for adjunct instructors and for ten-month faculty who teach on an adjunct basis during the summer is two courses per semester. Exceptions may be granted by the Vice President for Learning and Instruction.

The base pay for adjunct faculty and for extra-pay stipends is \$550 per credit hour for traditional courses. Special stipends for independent study are outlined below. The College reserves the right to prorate the pay for courses with small enrollments (see Table A in the Appendix to this handbook). Faculty members are not, however, obligated to accept a class with pro-rated pay. Adjunct faculty teaching in disciplines without full-time faculty may earn up to \$100 for completing required assessment reports with approval of the Vice President for Learning and Instruction.

The College has no obligation to provide summer employment for ten-month faculty, nor are ten-month faculty obligated to accept the assignment of summer term classes. Should ten-month faculty request summer employment, and appropriate courses are available for them to teach, the Vice President may give them preference of assignment over adjunct faculty.

Minimum enrollments are determined as of the 11th day of the fall and spring semesters and as of the fifth day of the summer terms.

- a) Classes with enrollments of 12 or more students will earn a stipend of \$550 per credit hour: (See "c" for stipends for independent study courses taught by adjuncts or for extra-pay).
- b) For classes with enrollments below 12, the total stipend (rate per credit hour times the number of credit hours) may be multiplied by $n/12$ (with n =number of students in the class). If a class with less than 6 students is permitted to make, the stipend shall not be lower than that awarded for 6 students. See Table A in the Appendix.

Televised, interactive video, and Internet courses developed by an instructor with weekly student contact will earn stipends at the regular credit hour rate according to enrollment.

- c) Independent study courses for one to two students which are taught on an adjunct or extra-pay basis shall earn \$450 for three credit hour courses and \$500 for four credit hour courses.

Textbooks/Supplementary Materials for Instructors

The College provides instructors with textbooks and related instructional materials at no charge. However, these materials are the property of the College and not individual instructors. They are checked out to instructors through the Academic Affairs Office and must be returned at the end of a semester by adjunct faculty or at the termination of employment by full-time faculty.

Publisher Review Copies

Review copies provided by publishers to promote textbook adoption are the property of the College. Even when sent to individuals, such materials are provided for institutional adoption, not for personal libraries. Review copies which are adopted will be inventoried and checked out as instructional materials to instructors. Those which are not adopted may be forwarded to the Learning Success Center or to the Library Media Center or released to faculty as additional resources.

Transcripts and Vitae

All instructors must provide the Academic Affairs Office with current vitae and academic transcripts.

Characteristics of Adult Learners

OVERVIEW: Adult learners bring with them a large number and a wide variety of experiences, perspectives, learning styles, and knowledge. Because of this variety and because of the characteristics associated with aging and maturation, adults require different teaching approaches from those generally used with children and young teenagers. “Adult” learners may be 18 years old – or they may be ANY age past the young teenager years.

The characteristics listed below are only a few characteristics which apply to adult learners, but they provide the basis for understanding some of the patterns instructors may observe in their classroom(s). They also may have implications for how instructors may wish to deliver the instruction in a particular course without lowering standards and expectations.

Please note that these characteristics are GENERALLY descriptive of adult learners, but they do NOT necessarily apply to ALL. Some of the characteristics may also appear contradictory – partly because different learners exhibit different patterns and partly because all of us behave at times in contradictory ways!

Finally, some of the general characteristics may be sources of conflict in terms of instructors’ expectations versus students’ expectations. For learning to occur, these conflicts have to be resolved.

Characteristics

1. Adult learners tend to be pragmatic and goal-oriented. Frequently, their goal is to get a job, hold a job, or get a promotion in the job they now have. Thus, they don't always understand or accept applicability of courses which don't relate directly to their occupational goals. They want learning to be "relevant" to their occupational goals, and they expect to find relevance both in the objectives and in the methods employed. They have a strong need to apply what they have learned and to be competent in that application, but they may need guidance in HOW to apply.

2. Adult learners have often been out of school for a while or maybe they may have never matured as learners in high school. Therefore, they:
 - a) often don't know how to study or have forgotten how to study.
 - b) want to learn but sometimes don't know how.
 - c) may not be prepared for heavier demands of college; they may avoid coming to class regularly, reading their assignments, and submitting work on time.
 - d) may have unrealistic expectations: for-example, they may believe they can work full time and carry nine hours or more of college work without making sacrifices.
 - e) have had numerous experiences which give them a knowledge base, but the knowledge may have gaps and it won't necessarily be integrated. They need help in connecting this knowledge and experience with the concepts, principles, and theories they are encountering in their academic work.
 - f) may experience high anxiety and frustration and are particularly vulnerable to feelings of depression and anger.
 - g) may bring with them a set of myths, fears, and unpleasant memories about school, all of which can serve as blocks to their learning and to positive student-teacher interactions.
 - h) may be resistant to change and intimidated by challenges to their beliefs, attitudes, knowledge, and values.
3. Adult learners have a diversity of knowledge and experience which may affect how they view or approach learning tasks:
 - a) they may want to memorize everything; they may expect teachers to test accordingly.
 - b) they may not understand what they need to learn.
 - c) they usually learn better when their own experiences and observations are tapped and then linked with the concepts, principles, methods, problems, etc. that are the focus of the course; they need instructors to help them link the concrete experiences and information to the abstracts of the course.
 - d) they have a strong need to be told expectations of a learning task or a course and how to accomplish them.
 - e) they have a strong need for structure and organization with flexibility allowed when it is appropriate.
 - f) they tend to be product-oriented rather than process-oriented: they often are more concerned with the outcome of the task or assignment rather than the process of getting there; they need guidance in working through a process and learning from it.
 - g) they tend to need constant reinforcement of learning, and they may differ from you in the way they learn best.
 - h) they tend to need time to preview or anticipate new learning tasks, tend to need reinforcement of successful behaviors, tend to need immediate knowledge of results. These tendencies get stronger after age 35.
4. Adult learners may be experiencing a variety of aging patterns and/or may have physical disabilities which will require accommodations or adjustments. Without appropriate

accommodations, learning may be more difficult, uncomfortable, and even painful.

Examples of such accommodations:

- a) using ivory-colored paper to soften glare found on stark white paper.
 - b) letting hearing impaired sit close to the front of the classroom--but also take care of older students who may not be aware that they cannot hear as well as they have in the past.
 - c) using enlarged print on handouts/tests (can be done on copying machine).
 - d) providing special desks/tables (tell secretary to arrange).
 - e) having tests read aloud for visually impaired.
 - f) repeating questions from the group so whole class can hear them.
 - g) providing more illumination for reading for older adults.
5. Adult learners often are typically busy people and may have conflicting priorities or an inability to structure their time – family, job, church, social life, illness can conflict with academic tasks. Good advising and guidance in prioritizing their choices and managing their time may be helpful.
 6. Older adults may have more trouble with short-term memory tasks than long-term memory tasks and therefore may need to be shown methods which will help them hold on to short-term memory material. They may also have trouble learning when it requires reassessment of old material or revision of previous learning. In addition, they may have trouble with initial learning activities and subsequent recall when learning activities are fast-paced, complex, or unusual; instructors may need to demonstrate ways they can learn and review material outside of class.

Special Note

The Sandra C. Goldsby Library and Learning Success Center provide resources and suggestions to help instructors with instructional challenges related to these characteristics.

Suggestions For First Class Meeting

1. Pick up class rolls from your mailbox.
2. Call roll to verify students officially enrolled.
3. Begin learning students' names, perhaps using a brief get-acquainted exercise. Give a brief survey to them that will provide you with information that will help you get to know them better.
4. Discuss procedural matters: distribute course description or syllabus, and discuss your attendance policy, withdrawal from class, various assignments, the grading scale and how much assignments and tests count toward the final grade. Discuss the kinds of tests and quizzes you typically give and the criteria you use to evaluate written projects.
5. Discuss the fundamental question of why this course is important: discuss the content of the course and its objectives, and how the course relates to previous courses taken or other courses in the curriculum. What will students know when they have completed this course?
6. Preview the course and textbook with your students. Ask about some fundamental issues or concepts that will be covered in the course. Get students to thinking about the

course objectives by preparing a scenario that illustrates some of the major principles or taps their experience. Relate their experiences to the concepts of the course.

7. Share something about yourself. Tell who you are, why you are teaching this course, why you enjoy teaching college students, why you majored in this subject, some of your college experiences, etc.
8. Encourage collaborative learning. Urge your students to learn each other's names and phone numbers and to meet in study groups during the semester.
9. Remember that the first day should set the tone for the rest of the semester. Say what you mean and mean what you say! Also remember that many of your adult students have been out of school for a long time and are nervous (so is the 18-year-old group). Be firm but also encouraging and supportive.
10. Briefly summarize the academic support and counseling services available to them.

Extra Pay Classes

The designation of extra-pay classes may be determined by listing the class enrollments in ascending order (C1....C6) and applying the following formula:

- (a) If C1-C5 yield SSCHs >180, then C6 is the extra-pay class. If not, go to (b)
- (b) If (C1-C4) + C6 yield SSCHs >180, then C5 is the extra-pay class. If not, go to (c)
- (c) If (C1-C3) + C5+C6 yield SSCHs >180, then C4 is the extra-pay class. If not, go to (d)
- (d) If C1+C2 +(C4-C6) yield SSCHs >225, then C3 is the extra-pay class. If not, go to (e)
- (e) If C1 + (C3-C6) yield SSCHs > 225, then C2 is the extra pay class. If not, go to (f)
- (f) C1 is the extra-pay class

Base Pay

$1/12 \times \text{no. students} \times \text{base stipend}$

<=6 students	7 students	8 students	9 students	10 students	11 students	12-18 students
275	321	366	413	459	504	550

3 credit hour classes

$1/12 \times \text{no. students} \times \text{base stipend}$

<=6 students	7 students	8 students	9 students	10 students	11 students	12-18 students
825	962	1100	1238	1375	1512	1650

4 credit hour classes

$1/12 \times \text{no. students} \times \text{base stipend}$

<=6 students	7 students	8 students	9 students	10 students	11 students	12-18 students
1100	1276	1466	1650	1833	2015	2200

5 credit hour classes
1/12 x no. students x base stipend

<=6 students	7 students	8 students	9 students	10 students	11 students	12-18 students
1375	1595	1833	2063	2283	2519	2750

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