

Article II. Conditions of Work

A. General Responsibilities

1. Faculty shall provide educational services consistent with their assignments. Faculty job descriptions shall reflect the assignments in the Faculty Personnel Policy Statement. Faculty job descriptions are periodically reviewed and revised. The Chief Human Resources Officer will provide a process by which the Faculty will actively participate to provide input into the specific job duties and general responsibilities when the revisions occur. (Appendix D, Faculty Duties and Responsibilities.)

Faculty members' regular duties shall consist of teaching or complementary educational service assignments. Regular duties also include participating in the development of curricular and administrative policies relevant to their disciplines, creating and implementing assessments (including the assessment of Student Learning Outcomes) and analyzing and utilizing the results, participating in the development and implementation of College policy and governance, holding office hours, and participating in professional activities including, but not necessarily limited to, student advising, program review, the student success program, and Faculty and department meetings.

Faculty members may be required to serve on one (but not more than one) College-wide or campus committee, standing committee, task force or ad hoc work group. Serving as a faculty leader (Article Section G), or similar assignments recognized by the College, also fulfills the minimum service requirement. In addition to this service, Faculty members will serve on their College-wide Discipline Area Committee (Article II G) and may be asked to serve on a selection advisory committee (Article III). However, the Faculty member's regular teaching or complementary educational service scheduled assignment shall take precedence over all other duties.

2. Faculty members shall ensure that their students and their supervisor(s) receive all syllabi for that Faculty member's courses by the courses' first day of class. Faculty members shall prepare and keep current all curricula, instructional materials, and syllabi for the courses they are teaching. Syllabi must contain all content as required by the College.
3. Instructional Faculty members shall maintain office hours consistent with their assignments and shall be available to students. Office hours shall be distributed throughout the Faculty member's scheduled assignments and shall be posted conspicuously at the Faculty member's office and other appropriate sites. For every three load hours of instruction in the Faculty member's regular load, 16 hours of office hours are expected and will be scheduled in consultation with their supervisor. This equates to five office hours per week for Faculty members teaching 15 load hours of regular load during a 16-week semester. No additional office hours are required for voluntary or involuntary overloads. Office hours shall be scheduled in a minimum of one-half hour increments.

During the course of the semester, including finals week, a Faculty member may reschedule posted official office hours as needed in consultation with their supervisor or designee. Rescheduled office hours will be posted.

Faculty members may elect, with the approval of their supervisor, to hold up to 20 percent of their office hours using an electronic format. Faculty members who teach a load that includes online, hybrid, or other formats requiring extra electronic communication may elect to hold a proportional amount of additional electronic office hours up to 80 percent, with the approval of their supervisor. If a Faculty member chooses one of these options, then:

- Electronic office hours may be off site
- Electronic office hours do not have to be designated hours
- Electronic office hours represent a commitment to replying to student e-mails within 24 hours during the work week.

In consultation with their supervisor, a Faculty member may schedule additional electronic office hours in lieu of traditional hours in the Faculty member's office.

This alternative opportunity for students, including the commitment to reply to student e-mails within 24 hours during the work week, will be noted in the Faculty member's syllabus and load form.

Regardless of the format of office hours, all Faculty members are required to be present at the College for meetings, committee work, and other required Faculty assignments per Article II Conditions of Work.

Educational Support Faculty members will maintain a work schedule consistent with their assignments. The approved work schedule shall be posted conspicuously.

4. Instructional Faculty members shall provide academic advising in their discipline/program to currently enrolled and prospective students as part of their professional responsibility and refer students, as appropriate, to Educational Support Faculty members.

Instructional Faculty members are assigned for five days each year to student advising or other functions pertinent to College enrollment, registration, retention, and community outreach, including participation in approved workshops and other student development activities (Unit Guide on Non-Teaching Days of Accountability for Instructional Faculty). These activities are in addition to the discipline- or program-based academic advising Instructional Faculty members regularly perform and are typically to be conducted within the Faculty member's 169 (or for 12-month Instructional Faculty, 221) days of accountability throughout the year.

At the request of the Faculty member and with the approval of their supervisor(s), the Faculty member may complete all or a portion of this assignment during the summer sessions and/or winter intersession, provided that the Faculty member is on a Flex Schedule (Unit Guide on Flex Year Contracts for Instructional Faculty). Depending upon College and/or campus needs, the physical location of such assignments may vary (e.g., registration site, Faculty office, and school or community location). Assignments for advising and registration duties at a College-designated location other than the Instructional Faculty member's normal location shall, if reasonably

practical, be by mutual consent of the Faculty member and their supervisor or designee and arranged in advance. Instructional Faculty members shall have input into registration assignments through appropriate committees, if any, or through consultation with their appropriate Dean or designee.

5. The Faculty member shall maintain the right and responsibility to determine grades and other evaluation of students within the grading policies (see the official Pima Community College Catalog) of the College, based upon professional judgment of available criteria pertinent to any given subject area or activity for which she or he is responsible.

A copy of the final Faculty gradebook shall be submitted in a timely manner to their supervisor or designee after the date of grade submittal for archiving. Faculty gradebooks shall be retained by the College for three years.

For each class section taught, the Faculty member shall evaluate student performance. During Fall and Spring semesters, final evaluations, if used, shall be given during final exam week. The times scheduled for final evaluations are to be used for that purpose or continued instruction. For courses offered during a nontraditional term, final evaluations, if used, shall be given at the end of that term. Faculty members shall retain final evaluation instruments for one year from the end of the semester in which the course was completed. However, if the final evaluation instrument is returned to the student, the one-year retention requirement does not apply.

No grade or evaluation shall be changed without approval of the Faculty member. However, in cases where the instructor cannot complete the process, the Dean in consultation with the Department Head may facilitate the grade change process.

B. Workload, Workload Calculations and Accountability

During days of accountability, the primary employment responsibility of the Faculty member is to Pima Community College. These obligations shall take precedence over all other employment commitments.

Service to students is the highest priority. Besides traditional instructional services and complementary educational support services, the College meets the needs of students by offering its services through a variety of innovative methods and flexible scheduling.

1. Faculty members shall help determine their teaching assignment(s), and/or complementary educational support assignment(s) and request and/or provide input into overload assignments (Article II C). Scheduling and assignments are subject to approval by the appropriate supervisor. Scheduling conflicts between regular Faculty members concerning class assignments will be resolved by a process deemed fair and equitable by the department Faculty. Schedules for new Faculty members will be established within the first three days of accountability of the individual Faculty member's contract. Whenever possible, appropriate consideration should be given to the needs of the individual Faculty member. If a course that is part of a Faculty member's regular load is cancelled, or if his/her load is reduced for reasons beyond his/her control, he/she may, through collaboration with his/her primary supervisor, request assignment to an unstaffed section or to a section staffed with an Adjunct. In the event that a schedule modification is required due to class cancellation or other unforeseen and unavoidable circumstances, the Faculty member and

supervisor will mutually agree to an alternative schedule or assignment in advance unless circumstances do not permit.

The teaching assignment shall typically span no more than nine hours on any given day and the first class on one day must begin at least 12 hours after the end of the last class the preceding day. An exception to these guidelines may only be required in the event that a Faculty member cannot otherwise meet his/her full-time annual load obligation. Additionally, Faculty members may request to teach schedules that do not conform to these criteria.

Faculty are responsible for ensuring that the educational services are provided during day, evening, and weekend service hours except when the College is closed. Faculty will work with their supervisor(s) to accommodate brief breaks away from the workspace (e.g., classroom, circulation desk, office) as needed.

2. With the agreement of the Department Head(s) and Dean(s), a Faculty member may distribute his/her assigned duties over more than one campus or over more than one department or discipline/program/service area within a campus. The Faculty member shall submit a request for such an assignment in writing to the appropriate Dean(s) and the relevant Department Head(s) by the first Friday in February for the upcoming summer and fall terms and by the second Friday in September for the upcoming spring term. Exceptions to these deadlines may be granted by the Dean(s) as needed to benefit the College, Campus, or discipline(s). It is expected that the Faculty member requesting cross-campus, cross-discipline, or cross-department assignments will work cooperatively with the unit where s/he wished to teach in order to provide the best service to students.

A requested assignment will be approved unless either the Deans(s) or the receiving unit attest that the assignment would negatively affect the quality of the educational program or the operation of the subject/service area involved. Faculty denied such an assignment may appeal to the Dean's Campus Vice President or Vice President of Instruction. The appeal decision is final. (Appendix B: Unit Guide on Cross-Campus, Cross-Department and Cross-Discipline Faculty Assignment(s)).

3. The priority of the College is to assure that the supervisor work with the Faculty member to arrange a combination of courses and responsibilities to meet the Faculty member's regular load and the Faculty member's desire to teach an overload that will best meet the needs of the College and its students. Once the Faculty member and supervisor have agreed to the specific responsibilities outlined in this Article, the Faculty member will designate, with the concurrence of supervisor, which courses are the regular and overload components on Workload Form (Appendix C) that the supervisor signs. In special circumstances, the Workload Form may have to be adjusted.

4. Academic Year Instructional Faculty Workload

- a. The required teaching assignment shall be either 15 load hours per semester or 30 load hours per academic year and shall occur during 169 days of accountability. Faculty on Flex schedules have additional options for scheduling load and days of accountability (Unit Guideline on Flex Year Contracts for Instructional Faculty).

- b. Academic year contract teaching assignments do not include classes taught in the summer sessions or winter intersession unless the Faculty member is teaching under a Flex Schedule contract (Unit Guide on Flex Year Contracts for Instructional Faculty).
- c. In consultation with the appropriate supervisor, a Faculty member may choose to have load hours above 15 compensated at the Faculty overload rate (Article V F) or applied throughout the contract year to meet the annual load.

In consultation with the appropriate supervisor, the Faculty member may also choose to teach fewer than 15 load hours in the fall semester if he or she is scheduled to complete the required 30 load hours by the end of the academic year, but in accordance with the overload policy. The signatures of the Faculty member and supervisor on the Faculty Workload Form (Appendix C) will demonstrate this is a mutual agreement.

- d. Annual load hours over 30 per contract year must be compensated at the overload rate. (Article V F.)
- e. If the regular workload in an academic year is less than 30 load hours, the appropriate Dean may assign teaching and/or non-teaching duties within the contract period to complete an Instructional Faculty member's regular workload. These duties shall be consistent with her/his regular assignment.
- f. Instructional Faculty members on a regular contract will not have their salary reduced if the administration is unable to develop a full-time teaching schedule and/or a full-time non-teaching assignment equal to the assigned workload for the academic year. In the event the full-time teaching schedule cannot be met, a variety of scheduling formats may be approved. These duties shall be consistent with her/his regular assignment and will be within the contract period.
- g. The Total Faculty Load appearing on a Faculty member's approved load sheet will not exceed 25.5 load hours per semester. The Faculty member's Dean may allow a Faculty member to exceed this maximum for the benefit of the program and/or students.

5. Academic Year Instructional Faculty Workload Calculations

- a. Terminology:
 - Definitions of course types (e.g. lecture, seminar, laboratory, workplace learning, etc.) can be found in Curriculum Procedures Manual Appendix A: Course Types
- 1. Load Hour – is a unit of instructional effort that serves as a basis for fulfilling Faculty teaching obligations or compensating Faculty beyond the full-time Faculty obligation
- 2. Contact Hour (any type) – is equal to 50 minutes per week for a traditional length semester for a total of 800 minutes (50 minutes x 16 weeks = 800 minutes)
- 3. Lecture or Seminar Load Hour – one lecture or seminar contact hour is equal to one (1) load hour
- 4. Laboratory Load Hour – one (1) lab contact hour is equal to .70 load hour
- 5. Open Center – a course delivery option that allows for multiple courses, which include a lab component, within a discipline to be offered in a self-paced on campus format. Use of the

open center delivery system may be chosen by a campus for two or more of the following reasons:

- Make more efficient use of limited campus resources where available individual work stations would be too costly for traditional delivery; and/or
 - Allows offering one or more low-enrollment courses (typically in, but not limited to, occupational programs) required for program completion with appropriate instructional support from and on-site Faculty; and/or
 - May or may not provide designated work times for students, and may allow for extended time to work on course objectives on a space available basis Open centers are typically housed in an area with multiple workstations open for continuous hours of operation (see adjustment calculation in Article II, B.d2 below). Operational hours may be limited for work breaks and/or safety considerations. Faculty are assigned hours of accountability in the open centers and are typically expected to provide instructional support for all CRNs offered in the center.
- b. Workload values remain the same regardless of course delivery. Alternative load values must be supported by a mutually-agreed upon rationale that clarifies why the typical load value is not appropriate, and must be approved by the Campus President and the Chief Human Resources Officer or designee.
- c. For courses in which the enrollment affects the calculation of work load, enrollment is determined at the end of the drop period, unless the Faculty member selects the 45th day. This selection must be made prior to the end of the drop period. For a non-16-week term, enrollment will be determined at the end of the drop period.
- d. The total assignable load of an open center shall be based on the load for the number of equivalent sections that would be run traditionally if space and resources allowed. Each Course Registration Number (CRN) scheduled in the center shall be divided by the traditional course equivalent class size, rounded up to the next whole section and multiplied by the load assigned to the course. The total load from all CRNs scheduled will be distributed according to the open center adjusted load rate in Article II 5.d1 below.

EXAMPLE 1:

Campus A runs an open center for fitness classes using one CRN for each type of course number offered. Campus A has 343 students enrolled in FAW110F1, CRN 12345 and 117 students enrolled in FAW110F2, CRN 12346. The campus traditional course equivalent for each is 30 students. The total load for the open center would be calculated:

FAW 110F110F1	CRN 12345
Course Load = 1.4	Students Enrolled= 343
Traditional Course Equivalent = 30 Students	
343 Students/30 Students = 11.34 Sections (12 Sections Rounded)	
12 Sections x 1.4 Load = 16.8 Load	

FAW 110F2	CRN 12346
Course Load = 2.8	Students Enrolled = 117
Traditional Course Equivalent = 30 Students	

Load hours for the lab portion of a Workplace Learning Course (CPM, Appendix A) shall be calculated at .067 load hours per student per credit hour to a maximum of 9.0 load hours determined as per Article II B 5c. The load hours for the lecture portion of Workplace Learning Courses shall be loaded as other lecture courses.

Examples:

- .067 per student per one (1) credit hour
- .133 per student per two (2) credit hours
- .200 per student per three (3) credit hours
- .267 per student per four (4) credit hours
- .333 per student per five (5) credit hours
- .400 per student per six (6) credit hours
- .467 per student per seven (7) credit hours
- .533 per student per eight (8) credit hours
- .600 per student per nine (9) credit hours

Note: All calculations per student are to be performed to three (3) decimal places with the final load calculation to be rounded to one (1) decimal place.

- g. Load hours for Independent Study courses (currently house numbers 195, 196, 295 and 296) shall be calculated as .067 load hours per student per credit hour. Examples: Refer to Article II.B.5e. above.
- h. Load hours for Lecture courses, in excess of 42 students, excluding any lab component, and alternatives to lecture courses, shall be determined as per Article II B 5a. Enrollment in excess of 42 students to a maximum of 72 students will add .033 load hours per student per credit hour for the lecture component not to exceed double the regular loading. Enrollment in excess of 72 students will result in double the regular load for the lecture component.

For example, load for lecture courses in excess of 42 students shall be compensated at the following rate per student per credit hour:

- .033 = one (1) credit hour
- .067 = two (2) credit hours
- .100 = three (3) credit hours
- .133 = four (4) credit hours
- .167 = five (5) credit hours
- .200 = six (6) credit hours
- .233 = seven (7) credit hours
- .267 = eight (8) credit hours
- .300 = nine (9) credit hours

Note: All calculations per student are performed to three (3) decimal places with final Load calculation to be rounded to one (1) decimal place.

- i. Faculty teaching students in the individual Music Instruction Course Type will be compensated using a fee system tied to each half-hour (30-minute) of instruction per student. The formula used to calculate compensation is: 0.56-load-hour per student per class.

- j. When the Supervising Administrator(s), President, and the Provost and Executive Vice Chancellor for Academic and Student Services agree that the development of a) a new course regardless of the delivery, or b) modification of an existing course to be taught using an alternative delivery method, requires significant work, the Faculty member will receive reassigned time equivalent to the loading of the course for one semester, or compensation equivalent to the value of the load (Article II D).

As part of the compensation for development of the course, if the course is offered, the Faculty member will be offered the opportunity to teach the course two times within a two-year time frame from the completion of the development project. This agreement will be documented and signed by the Faculty member, Supervising Administrator, President and the Provost and Executive Vice Chancellor for Academic and Student Services prior to the commencement of the activity. Copies of the written agreement shall be recorded with the offices of Human Resources and Academic Services.

- k. If a Faculty member is teaching a specific course delivered entirely via the internet for the first time, the class size will be limited to 25 students. If a Faculty member has previously taught the specific course entirely via the internet, then the class size will be limited to 30. The Supervising Administrator may approve a lower maximum class size for certain circumstances, courses, and/or disciplines.

At the request of the Supervising Administrator, and with the agreement of the Faculty member, additional students may be added. In this circumstance, enrollment in excess of maximum class size (30 students) determined as per Article II.B.5c will add .033 load hours per student per credit hour to the normal load not to exceed double the regular loading Examples: Refer to Article II.B.5g above

Faculty members teaching these classes are expected to respond to student queries at least once per day during the work week excluding holidays and recesses.

- l. The primary purpose of this clause will be to encourage and allow Faculty members and the College sufficient latitude to employ non-traditional workload computation. Teaching workloads for innovative courses, or nontraditional workloads not defined in this section (Article II.B.) shall be determined based on load or credit hours and shall be codified in a written agreement between the involved Faculty member and the appropriate Supervising Administrator and approved by the Campus President. Copies of the written agreement shall be recorded with the offices of Human Resources and Academic Services. These agreements may be in effect for up to one year. If there is a need for the agreement to continue, it must then be submitted to Human Resources for review and submittal to the Meet and Confer process. Agreements may be continued until the loading issue is resolved through the Meet and Confer process.

For new commonly accepted course types or options for course delivery, a loading value must be assigned through the Meet and Confer process.

6. Academic Year Instructional Faculty Accountability

- a. The academic year Instructional Faculty contract includes 169 days of accountability: 158 days for the Faculty member's regular assignment, one day for All College Day in the fall, up to five days of advising or other student development activities (Unit Guide "Non-teaching days of accountability for instructional accountability"), one day for All Faculty Day in the spring, three days for preparation, and one day for the Graduation Ceremony. Each day spent in a required college, campus, and/or divisional meeting scheduled during the five accountable days prior to regular semesters outside of All College Day and All Faculty Day will count as one of the five days of advising. The academic year Instructional Faculty member's contract consists of 197 contract days (based on a five-day workweek). Annual salary is based on the Faculty Compensation Plan (Appendix A).
- b. Instructional Faculty non-teaching assignments which are in addition to these 169 days of accountability shall be compensated at the hourly rate for supplemental non-teaching assignments (Article V D).
- c. A Flex Schedule option is available to Instructional Faculty with the approval of the appropriate Dean and in light of the educational needs of the College. Contract start and stop dates may vary depending on College needs; however, the Dean, Department Head, and the Faculty member are jointly and individually responsible to assure that the appropriate number of days of accountability and load hours are worked within the flex year contract period (Unit Guide on Flex Year Contracts for Instructional Faculty).
- d. The workweek for Instructional Faculty not participating in the Flex Schedule option (Unit Guide on Flex Year Contracts for Instructional Faculty) consists of an average of 40 hours of accountability to the College, which are normally assigned within a five-day work schedule. Faculty are required to be on campus each week at times consistent with their professional obligations (teaching, non-teaching assignments and interacting with students and colleagues) as stated in the Faculty Personnel Policy Statement and the College *Personnel Policy Statement for College Employees*.
- e. Instructional Faculty will spend an average of 29 of these hours on campus, at the District Office, or other sites.¹ Teaching, academic advising and institutional responsibilities occur throughout the workweek. Instructional Faculty preparation does not necessarily occur at a College location.

7. Twelve-Month Instructional Faculty Workload and Accountability

- a. The required teaching assignment shall be 15 load hours for each of the fall and spring semesters as well as nine (9) load hours during the summer term spread over Session A/C or Session B. This totals 39 load hours per year.
- b. In consultation with the appropriate supervisor, a Faculty member will have load hours above 15 in the fall and spring compensated at the Faculty overload rate (Article V F). Any load taught above nine (9) load hours during summer will be compensated at the Faculty overload rate (Article V F).
- c. If the regular workload in a contract year is less than 39 load hours, the appropriate Dean may assign teaching and/or non-teaching duties within the contract period to complete a

12-month Instructional Faculty member's regular workload. These duties shall be consistent with his/her regular assignment.

- d. Twelve-month Instructional Faculty members on a regular contract will not have their salary reduced if the administration is unable to develop a full-time teaching schedule and/or full-time non-teaching assignment equal to the assigned workload for the academic year. In the event the full-time teaching schedule cannot be met, a variety of scheduling formats may be approved. These duties shall be consistent with his/her regular assignment and will be within the contract period.
- e. The Total Faculty Load appearing on a 12-month Faculty member's approved load sheet will not exceed 25.5 load hours per semester. The Total Faculty Load appearing on a 12-month Faculty member's approved load sheet will not exceed 15.3 load hours in summer. The Faculty member's Dean may allow a Faculty member to exceed this maximum for the benefit of the program and/or students.
- f. The 12-month Instructional Faculty contract includes 221 days of accountability: 210 days for the Faculty member's regular assignment, one day for All College Day in the fall, up to five days of advising or other student development activities (Appendix B: Unit Guide Non-teaching days of accountability for instructional accountability), one day for All Faculty Day in the spring, three days of preparation, and one day for the Graduation Ceremony. Each day spent in a required college, campus, and/or divisional meeting scheduled during the five accountable days prior to regular semesters outside of All College Day and All Faculty Day will count as one of the five days of advising. Annual salary is based on the Faculty Compensation Plan (Appendix A).
- g. Instructional Faculty non-teaching assignments which are in addition to these 221 days of accountability shall be compensated at the hourly rate for supplemental non-teaching assignments (Article V D).
- h. Twelve-month Instructional Faculty are automatically placed on a flex-year contract between July 1 and June 30. Flex schedules for the upcoming contract year should be established by the Graduation Day and, whenever possible, give appropriate consideration to the needs of the individual Faculty member. The division leaders (faculty leader and immediate supervisor) and the Faculty member are jointly and individually responsible to assure that the appropriate number of accountable days and/or hours are worked within the contract period. A record of the flex-year assignment will be maintained in the Faculty member's official personnel file. A 12-month Instructional Faculty member can request his/her supervisor to approve modifications to his/her flex schedule due to extenuating circumstances with as much advance notice as possible. Such requests will be approved unless the supervisor demonstrates how the modification would negatively affect the operation of the service area involved. To accommodate extenuating circumstances, the supervisor and the Campus 12-month Instructional Faculty members will collaborate with as much advance notice as possible to modify flex schedules.
- i. Twelve-month Instructional Faculty are required to be on campus each week at times consistent with their professional obligations (teaching, non-teaching assignments and

interacting with students and colleagues) as stated in the Faculty Personnel Policy Statement and the College *Personnel Policy Statement for College Employees*.

- j. Instructional Faculty will spend an average of 5.8 hours per day of accountability on campus at the District Office or other sites¹. Teaching, academic advising and institutional responsibilities occur throughout the work week. Instructional Faculty preparation does not necessarily occur at a College location.

8. Non-standard Instructional Faculty Workload and Accountability

- a. In service to students and in support of the College's mission, division leaders (faculty leader and immediate supervisor) and Faculty may develop a non-standard Instructional Faculty contract. Non-standard Instructional Faculty contracts are workload agreements that a) are less than 169 days of accountability or b) exceed 169 days of accountability yet fall short of a 221-day contract commitment. Non-standard Instructional Faculty contracts are approved on a yearly basis; receiving such a contract does not imply approval for future years. Payment is based on the Faculty member's average daily rate. Any load taught in addition to the agreed upon contract(s) will be compensated at the overload rate (Article V.F).
- b. In devising non-standard Faculty contracts, both days of accountability and teaching load must be adjusted so that the level of commitment and load hours remain in same proportion as the workload expected of Faculty in 169-day contracts.
- c. The proportionality between days of accountability and required load for a non-standard contract will be 5.633 days of accountability per load hour. The load number should be rounded to the nearest tenth. The rounded load number represents the total Faculty teaching workload required for the contract period.
- d. As with 221-day contracts, Faculty receiving non-standard contracts are automatically placed on a flex-year contract (See Unit Guideline Flex Year Contracts for Instructional Faculty).
- e. Faculty members with non-standard Instructional Faculty contracts have the same job related obligations as Academic Year and 12-month Instructional Faculty.
- f. Office hours are also proportional to the decrease/increase in teaching load and days of accountability.
- g. Sick leave hour accrual is proportionate to the number of accountable days of annual employment (See Article VI. A. Sick Leave).

9. Educational Support Faculty Workload and Accountability

- a. Subject to FTE (position) authorizations and prior budgetary approval, Educational Support Faculty positions may be established for either 169 days of accountability or 221

¹ According to the *Personnel Policy Statement for College Employees*, the term campus means assigned locations, approved community facilities and locations, and/or other locations approved and designated for instruction or instruction-related activities.

days of accountability with the approval of the appropriate supervisor and in light of the educational needs of the College.

- b. Educational Support Faculty are placed on a flex-year contract (as appropriate, for either 169 or 221 days of accountability) at the standard 8 hours per day, between July 1 and June 30. Flex schedules for the up-coming contract year should be established by the Graduation day and whenever possible, give appropriate consideration to the needs of the individual Faculty member. The supervisor and the Faculty member are jointly and individually responsible to assure that the appropriate number of accountable days and/or hours are worked within the contract period. A record of the flex-year assignment will be maintained in the Faculty member's official personnel file. An Educational Support Faculty member can request his/her supervisor to approve modifications to his/her flex schedule due to extenuating circumstances with as much advance notice as possible. Such requests will be approved unless the supervisor demonstrates how the modification would negatively affect the operation of the service area involved. To accommodate extenuating circumstances, the supervisor and the Campus Educational Support Faculty members will collaborate with as much advance notice as possible to modify flex schedules. Educational Support Faculty will communicate approved or modified work schedules with their supervisory chains.

Note: The appointment of the Coordinator of Counseling and Advising and will be completed prior to the scheduling of flex days in order for the Faculty member to schedule his or her contract days based on the days of accountability required to fulfill the duty as Coordinator.

- c. Educational Support Faculty will collaborate with their supervisor to determine work schedules and coverage priorities. Educational Support Faculty are responsible for ensuring that the educational services are provided during day, evening, and weekend service hours except when the College is closed. In scheduling these hours, the College will provide flexibility to accommodate the needs of the individual Faculty members. Once approved, schedules will not be modified unless mutually agreed upon by both the supervisor and the Faculty member unless circumstances do not permit.

The Educational Support Faculty work assignment shall not exceed nine hours on any given day unless the Faculty member requests a modification. The start time on one day must begin at least 12 hours after the ending time on the preceding day, unless a different schedule is requested by the Faculty member.

An Educational Support Faculty member who works on a weekend day meets a day of accountability.

- d. Flex-year schedules include fixed days when high demand for counseling and library services exist on the campuses. Fixed days will be reviewed annually and determined by the appropriate supervisor. If a Coordinator of Counseling and Advising has not been selected, then the appropriate supervisor will determine the fixed days in consultation with at least two department ESF members. The determination of fixed days will be completed at least one month prior to the deadline for submission of flex schedules and will be

provided to ESF in writing. Fixed days for flex scheduling may vary from campus to campus.

The standard for fixed days will not exceed a total of 24 days annually.

- e. If the Graduation Ceremony, All College Day, and/or All Faculty Day are included in a flex-year schedule, each fulfills a day of accountability.
- f. The annual salary for a “169-day” Educational Support Faculty member is based on the Faculty Compensation Plan (Appendix A Academic Year Faculty Salary Schedule). The annual salary for a 221-day Educational Support Faculty contract is based on the Faculty Compensation Plan (Appendix A Faculty Salary Schedule and Compensation Plan).
- g. An Educational Support Faculty member teaches a maximum of three load hours per semester, in course(s) directly related to his/her job assignment as a part of her/his regularly assigned duties and weekly work schedule. Such assignments will be approved unless the supervisor demonstrates how the teaching schedule would negatively affect the operation of the service area involved. When he/she is teaching, he/she will be provided with time to prepare for class meetings. The amount of preparation time each week will be equivalent to the amount of time spent in class each week and will be part of the Faculty member’s weekly work schedule. Preparation and designated online instruction time do not necessarily occur at a College location.
- h. An Educational Support Faculty member who is requested to work additional accountable days during the course of his or her contract, as approved by the appropriate supervisor, may opt to take an equal number of compensable days off, or be paid for the days worked. Days taken for compensatory time shall be determined by the Faculty member with the approval of the appropriate supervisor. Compensable days banked but not taken shall be compensated at the end of the contract at the average daily rate at which they were earned. If the Educational Support Faculty member chooses to be paid for days worked, payment shall be based on the Faculty member’s average daily rate.

C. Overload Contracts (Teaching Assignments)

1. For each load hour taught beyond the Faculty member’s regular assignment per semester (each overload), the Faculty member may choose to be compensated at the overload rate or the overload may be applied throughout the contract year to meet the annual load (Article V F). The agreement will be recorded on the Instructional Faculty Workload Form (Appendix C). If the Faculty member prefers to be paid at the overload rate, the compensation shall be paid during the term of the overload contract.
2. An involuntary overload is a course that is used partially to fulfill the Faculty member’s regular load and is partially compensated for at the overload rate. An involuntary overload will be listed twice on the Faculty member’s Workload Form (Appendix C): the portion required to fulfill the regular load will be noted on the top portion of the Form, while the remaining load will be listed under “Overloads” and will be compensated for using the overload rate (Article V F). A voluntary overload is a course that is entirely compensated for using the overload rate and will be listed only under the “overload” section of the Faculty member’s Workload Form. Faculty members choose whether or not they will teach voluntary overloads.

3. Faculty members desiring overload classes for their primary campus shall have first preference for the allowable number of unassigned sections in their subject area(s) for their primary campus. Faculty members desiring overload classes must request these classes in writing no later than the first Friday in February for the upcoming summer and fall terms and by the second Friday in September for the upcoming spring term. Faculty members are encouraged to contact the Department Head or designee as early as possible and work collaboratively to identify potential overload assignments. After the request deadline has passed, classes not assigned to fulltime Faculty may be assigned to adjunct Faculty. After the deadline passes, full-time Faculty may request a course listed as unstaffed, but the assignment is not guaranteed.

If a new section is added to the schedule, division leaders (faculty leader and immediate supervisor) should make a reasonable effort to allow full-time Faculty in the discipline a first right of refusal before staffing it with adjunct Faculty.

It is expected that as faculty members work across campuses, disciplines and in different delivery methodologies, they will work cooperatively across the college with the unit where they wish to teach in order to provide the best service to students.

4. For each overload taught at locations other than the Faculty member's primary campus, the Faculty member shall typically be compensated at the overload rate and shall be paid during the term of the overload contract. Alternatively, the Faculty member may request that the overload be applied throughout the contract year to meet his/her annual load at his/her primary campus. If the supervisor at the primary campus agrees to the request, the agreement will be recorded on the Instructional Faculty Workload Form (Unit Guide on Cross-Campus, Cross-Department and Cross-Discipline Faculty Assignments).
5. By mutual agreement between the Faculty member and the College, a maximum overload of 10.5 load hours per semester may be assigned. The maximum is defined as the Total Overload appearing on a Faculty member's approved load sheet. The Faculty member's Dean may allow a Faculty member to exceed this maximum for the benefit of the program and/or students.
6. The Faculty member will be issued a contract for each overload teaching assignment.

D. Reassigned Time

Reassigned time is provided to a Faculty member for activities, responsibilities and projects outside of his/her job description (Appendix D). Reassigned time is granted in load hours. One load hour of reassigned time for an Educational Support Faculty equates to two hours of reassigned time from his or her weekly work schedule.

Reassigned time may be used to meet the Faculty member's regular load and/or may be used as a voluntary overload. Reassigned time taken as part of an overload shall be compensated at the current overload rate (Article V F). The combination of reassigned time taken as an overload and overload hours taught may not exceed the maximum allowed (Article II C), with a project for which the Faculty member is granted reassigned time being considered as a 'class' for this purpose.

Reassigned time may not be used to exempt faculty from all teaching duties, without approval of the Provost.

A Faculty member who chooses to take reassigned time, and who does not perform the duties intended for the reassigned time, must notify their supervisor so that the appropriate payroll adjustments can be made.

E. Non-teaching Supplemental Assignments

Supplemental activities represent professional duties deemed necessary by the administration and are defined as being clearly beyond (or outside the normal expectations of) the regular Faculty contractual obligations. Within the approved categories of Instructional Support, Student Support and Institutional Support, supplemental agreements are generally made for three types of activities: providing a service, participating in an activity or producing a product. Agreements are generally made within the Faculty member's area of expertise, unique skill sets and/or knowledge base.

Supplemental agreements may be made either during or outside the start and end dates of regular Faculty contracts and special provisions pertain in both circumstances. Supplemental agreements encompass non-teaching activities only.

The compensation rate for supplemental activities is subject to Board authorization and may be found in Article V D. In unusual circumstances, upon the recommendation of the Campus President and the approval of the Chancellor, compensation may exceed the stated policy and practice.

Up to 12 clock hours of supplemental activities per week may be authorized for Faculty members during their regular contract. During this time, the number of allowable supplemental agreement clock hours shall decrease by two clock hours per week for each overload hour taught.

Up to 40 hours per week may be authorized for Faculty members who are not under their regular contract.

1. Faculty members shall have first preference for supplemental assignments if the interested Faculty member has the requisite qualifications to successfully accomplish the purpose and goal of the supplemental assignment. All Faculty members will be advised of and offered the opportunity to express interest in supplemental assignments on College-wide initiatives. Campus Faculty will be advised of and offered the opportunity to express interest in supplemental assignments across their own campuses and within respective campus units for initiatives requiring more than the equivalent of 25 hours per semester. In two consecutive weeks, such opportunities will be advertised on the Human Resources Web page. The closing date of the position will be three calendar weeks from the date of the initial posting. Given extenuating circumstances, the closing date may be accelerated at the discretion of the Chief Human Resources Officer. In addition, it will be the responsibility of the Chief Human Resources Officer to notify the President of PCCEA of the supplemental assignment opportunity.
2. Faculty members are not required to assume supplemental assignment duties.
3. Should more than one Faculty member express interest and have the requisite qualifications to successfully accomplish the purpose and goal of the supplemental assignment, the division

leaders (faculty and immediate supervisor) will work with Human Resources to design and provide to the candidate an appropriate selection process.

4. Payment for supplemental assignments relative to providing a service or participating in an activity will be made biweekly. Payment for supplemental assignments requiring a product typically will be made after completion and acceptance of the product. However, payment for supplemental assignments requiring a product may also be paid incrementally as parts of the project are completed and accepted, if this is requested by the Faculty member and approved by their supervisor.

F. Academic, Library and Counseling Leadership Structure

Each College division will collaboratively determine an academic leadership structure which will ensure that the different programs and disciplines within the division operate effectively and are involved in continuous improvement. Individuals serving in roles to accomplish this work are considered to be completing faculty service and leadership (Article II G.). These roles may include but are not limited to

- Department Head,
- Discipline Coordinator,
- Coordinator of Counseling and Advising,
- Campus Library Director.

The roles and related components, including compensation, are outlined in the *Handbook for Academic, Library, and Counseling Leadership* (located on the Intranet under Human Resources, Personnel Policies and Handbooks). In order to serve, a Faculty member must

- have appropriate academic qualifications and work experience;
- be able to effectively lead and collaborate with faculty and staff;
- be approved through a transparent selection process with significant input from department faculty, as described in the Handbook. The process will include a review of all candidates by department faculty and recommendation of finalists to the Dean.

Terms of service are up to three years, with the possibility of multiple terms. Departments are encouraged to provide these leadership opportunities to different individuals over time whenever possible to encourage professional development, equitable access, and a diverse leadership pool. Each division will collaboratively identify how leadership responsibilities will be shared between the administrator and faculty selected for leadership roles.

Review Process

As part of continuous improvement, a Department Leadership Working Group will be convened in September 2017 to review the Handbook and provide recommendations for changes. Employee feedback will inform the group. The Group shall include Administration, Staff, and Faculty, with Faculty representation including both PCCEA and Faculty Senate members, both Instructional and Educational Support Faculty, and Faculty members currently serving in the leadership roles above. A Faculty co-chair will be elected by the Faculty representatives.

During the 2017/18 Academic Year, as new division structures are evaluated and adjusted in the first year of implementation, the Working Group will be responsible for updating the Handbook to ensure appropriate leadership responsibilities, equitable compensation across all roles and divisions, and a robust, transparent mechanism for recommending faculty leadership finalists to the Dean. A collaborative, interest-based, data-informed, and consensus-building process will guide the Group's decision-making. Any changes to the Handbook will be posted and communicated to Faculty, with rationale, no later than thirty days following approval.

As of June 2017, a two-year effort to provide a new framework for employee input had concluded with a draft Administrative Procedure, AP 1.25. It is anticipated that the new AP will govern the process to update and refine policies applicable to employee compensation and working conditions. Changes to the Handbook that affect the compensation and working conditions of Faculty will be handled either through traditional Meet and Confer or the AERC outlined in AP 1.25, whichever process is in effect at the time.

G. Faculty Service and Leadership

During their employment with the College, Faculty members are expected to assume leadership positions and represent their colleagues as part of institutional service (Article I E Principle III and Article II B). These positions include but are not limited to those described below. (See also Appendices D and E for more information.)

1. Department/ Discipline Leadership
See Article II. F.

2. Campus and College-wide Service and Leadership
Faculty members may fulfill their obligations for service by participating in and/or co-chairing campus-based and College-wide task forces and committees, as appropriate. Committees and task forces that are evenly composed of Faculty members and Administrators will include a Faculty Co-chair position. The Faculty Co-chair will be elected by the members on the committee or task force.

Refer to Administrative Procedure (AP) 1.05.01 for information regarding standards for College Standing Committees, Task Forces and Faculty and Staff Governance Review Bodies.

3. Service and Leadership for Disciplines
The College Discipline Area Committees (CDACs) are College-wide committees of Faculty that evaluate and vote on curriculum submissions and perform other tasks to improve instruction in their discipline(s) as outlined in SPG-3106/BB "College Discipline Area Committee", AP 3.01.01 "Faculty Standard and Qualifications," and the "Guidelines for College Discipline Area Committees" (located on the College's Intranet, Academic Services, under Curriculum).

The Faculty Co-chair of the CDAC is the Faculty leader who works in conjunction with the Administrative Co-chair to facilitate the work of this group.

The specific roles and responsibilities for CDAC membership and for the co-chair position are described in the Guidelines for the College Discipline Area Committees. Voting rights are

described in the Cross-Campus, Cross-Department and Cross-Discipline Faculty Assignments Unit Guide (Appendix B, point 11).

H. Grants/Awards/Externally Funded Contracts/Agreements

For the purpose of this document, any reference to grants includes externally funded grants and awards that were received as a result of a competitive process through the College's Grants Office. Externally funded contracts and agreements are defined as non-grant activities that are conducted by either individuals or departments using funds and resources external to the College. Compensation coordinated through the College and funded wholly from sources external to the College will be based on the College's compensation policies for the activity, provided such rate of compensation does not exceed the rate of compensation received by the Faculty member under her/his regular contract with the College.

Grant and award activities:

1. Definitions, roles and processes

Faculty Proposal Initiator/Developer (this person is not compensated from grant funds). This is an individual who is hired to provide writing support and assistance in the development of a grant proposal that it is in compliance with PCC policies and funder requirements as stated in the funding announcement to which the campus decides to respond. The appointment of a Faculty Proposal Initiator/Developer is based on the individual's qualifications, knowledge, expertise, availability and ability to deliver the expected outcomes within specified deliverables and timelines.

Faculty Project Manager/Director, or other titles determined by the grantor, will have primary responsibility for technical compliance, completion of programmatic work, fiscal stewardship of sponsor funds, and other duties as defined by the grant. It is the Faculty Project Manager/Director's responsibility to complete and file the required programmatic report. The appointment of a Faculty Project Manager/Director in a grant-funded project is based on the individual's qualifications, knowledge, expertise and experience to perform the role of the assignment. This decision rests with Dean. The person selected for this assignment may be identified during the proposal development stage or upon receipt of a grant through an internal recruitment process.

Other Faculty roles – These individuals participate in other grant activities as specified in the funded grant.

The above assignments are under the direction of a Dean.

2. Duties and responsibilities of Faculty members involved in grants:

- a. In collaboration with the College's grants office and, when appropriate, the administrators named in the grant, the Faculty Project Director/Manager is expected to:

- Be knowledgeable about appropriate agency and College guidelines and restrictions relative to the budgeting of both direct and indirect costs, proposal preparation, the conduct of the project, instruction and training, and other grant-related activities, and be willing to comply with such guidelines and restrictions;
- Secure appropriate campus approvals through appropriate campus channels and granting agency approval through the College's grants office;
- Comply with the specific terms and conditions of each award as stated in the grant, cooperative agreement or sub-award documents and with all administrative requirements, as set forth by the federal government, sponsoring agency and campus policy statements, as applicable;
- Adhere to specific budget restrictions, ensuring that activities do not begin and expenditures are not incurred prior to the receipt of a fully executed award unless necessary and authorized advanced approvals have been obtained, and that expenditures do not exceed the total amount of funds obligated;
- Certify that all costs charged to a grant-funded project are accurate and specifically benefit the project being charged including the certification of salaries charged to grant awards;
- Provide justification and documentation of costs being transferred, if after-the-fact adjustments in the allocation of certified costs become necessary;
- Comply with the reporting requirements as stated in the grant, cooperative agreement or sub-award documents, including the submission of periodic and final programmatic reports, financial reports, invention reports and inventory and equipment reports;
- Ensure that any sub-recipients comply with the terms and conditions of each award as stated in the sub-award documents and with all administrative requirements, as set forth by the federal government and granting agency, as appropriate;
- Provide the administrator(s) named in the grant with accurate and timely information about expenditures; confer with the administrator(s) named in the grant and Campus Business Office in order to make adjustments as may be necessary to ensure that the grant account is cleared of any expenses not applicable to the project. Such adjustments may include transferring outstanding liens, transferring items of expense not allowable under that particular award, and transferring overdrafts to other permissible fund sources. The administrator(s) named in the grant and other College offices are responsible for providing reliable guidance and direction to the Faculty member on details for administering grant funding.

b. Other Faculty involved in a grant will perform the activities to completion as indicated in the grant.

3. Resources available for supporting Faculty members involved in grants.

- It is reasonable and appropriate for the Project Director/Manager and/or the Faculty Proposal Initiator/Developer to obtain assistance from division and/or campus administration support staff in support of activities under a grant-funded project.
- The College will provide direction to the Faculty member in an effort to meet the responsibilities stated above.
- Faculty who administer grant projects shall be provided access to highly responsible technical advisement from the College.

Externally funded contract and agreement activities:

Faculty involved in an external contract will perform the activities to completion as indicated in the contract. (See Article V. E.)