MASTER CONTRACT

Between the
Community Colleges of Spokane
Board of Trustees and the
CCS Association of Higher Education

July 1, 2015 – June 30, 2018
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PREAMBLE

This is a contract made and entered this first day of July, 2015, between the Board of Trustees of Washington Community College District 17 (hereafter referred to as Community Colleges of Spokane or CCS) and the CCS Association for Higher Education (hereafter referred to as the AHE), an affiliate of the Washington Education Association and the National Education Association. The term CCS used hereafter shall mean the Board of Trustees or its lawfully delegated representatives.

ARTICLE 1 - RECOGNITION

Section 1 - Negotiation Recognition
CCS recognizes the AHE as the exclusive negotiating representative for all academic employees (AEe) employed by CCS in one of the three instructional units, Spokane Community College, Spokane Falls Community College, and the Institute for Extended Learning, for the purpose of exercising all rights accorded AEe organizations by RCW 28B.52 or any subsequent legislation.

Section 2 - Academic Employee Definition
A. AEe means any teacher, counselor, or librarian who is employed by CCS. Excluded are classified employees, student employees, the chief administrative officers, and any administrator, and other exempt employees in CCS who are excluded by law pursuant to RCW 28B.52 or any subsequent legislation.

B. Administrator shall mean any individual designated by CCS to perform administrative duties 50 percent or more of the time. Appropriate administrator (AAd) as used herein shall exclude AEes and classified employees.

C. Exempt shall mean any individual designated by CCS to perform exempt, (non-administrative or AEe) duties 50 percent or more of the time. Exempt staff shall not supervise AEes.

Section 3 - Types of Academic Employees
For purposes of administering this contract, there shall be two (2) types of AEes.

A. Annually contracted academic employees shall mean those individuals who fill annually contracted positions and are issued annual contracts. The terms of this contract shall be fully applicable to such employees.

B. Adjunct and part-time hourly AEes shall mean all individuals not covered by Section 3, paragraph A above, including annually contracted AEes during such time that they are performing duties beyond those required to maintain full time status. The terms of Article 24 shall be fully applicable to such employees.
Article 1

Section 4 - Academic Employee Participation

It is recognized by the parties that a system which provides for the consideration of the professional judgment and expertise of AEes is desirable for the successful operation of CCS. Opportunities for AEes to participate in the academic affairs of CCS will be encouraged.

ARTICLE 2 - MANAGEMENT RIGHTS

The management of CCS and the direction of the work force is vested exclusively with CCS subject to the terms of this contract.

In order to implement the provisions of this contract, CCS may adopt policies and procedures as appropriate, provided they do not reduce wages, hours, or terms and conditions of employment defined herein.

All matters not specifically and expressly covered by the language of this contract may be administered for its duration by CCS in accordance with such policies and procedures as it may from time to time determine; provided, however, district wide services and privileges generally prevailing for academic employees and not covered by this contract shall not be reduced without prior consultation with the AHE. If the AHE so requests, the matter shall be referred to the Joint Executive Committee for review.

ARTICLE 3 - WORKING CONDITIONS

Section 1 - Academic Freedom

The District subscribes to the academic freedom portion of the 1940 “Statement of Principles on Academic Freedom and Tenure” issued by the American Association of University Professors and the Association of Colleges for Teacher Education, the Association for Higher Education, the National Education Association and other professional groups.

The academic freedom portion states:

A. Teachers (academic employees - AEes) are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.

B. Teachers (AEes) are entitled to freedom in the classroom (as the term is defined in this contract’s glossary) in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

C. College and university teachers (AEes) are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional
Article 3

censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

Political Causes/Issues: The right to academic freedom herein established shall include the right to support or oppose political causes and issues, except when acting as a representative of CCS, participating in a CCS sanctioned event, or serving within her or his official capacity as an employee of CCS.

Textbooks and/or other instructional material: Within the scope of academic freedom, AEes have exclusive rights in choosing textbooks and/or other instructional material for use in their classes. They should exercise due regard for students’ costs, departmental practices, and administrative procedures. Departments/programs may need to oversee textbook selections for classes without assigned AEes.

Library Selections: Libraries seek to provide books and other materials presenting all points of view concerning the problems and issues of our times; no library materials shall be proscribed or removed from, nor required to be present in, libraries for partisan or doctrinal reasons.

Classroom presentation and discussion: As a vital component of academic freedom, AEes shall be solely responsible for decisions regarding the methods and materials used for the instruction of students. Accordingly, employees shall be guaranteed full freedom in classroom presentations and discussions and may introduce issues that have economic, political, scientific, or social significance, or otherwise controversial material relevant to course content.

Alteration of Grades: Grades given a student by an AE shall be final and not subject to alteration unless fraud, bad faith, incompetency, or mistake can be shown on the part of said employee. No student’s final grade or evaluation shall be changed without consultation with and the permission of the student’s AE except with specified administrative procedures.

Internet usage: Academic freedom guarantees equitable access to the marketplace of ideas via any medium. No special limitations, beyond accepted standards of professional responsibility and CCS’s Acceptable Use Policies, shall be placed upon the academic use of email or the Internet.

Personal life: The personal life of an AE is not an appropriate element of evaluation or disciplinary action unless it prevents the AE from performing her or his duties. However, communicating with students, particularly those currently enrolled in the AE’s classes, via social media and electronic means may render any and all such communications public for purposes of student complaints or other administrative actions.

Censorship: Employees shall not be censored or restrained in the performance of their teaching functions solely on the ground that the material discussed and/or opinions expressed are distasteful or embarrassing to the school administration or to the school’s public relations.
Monitoring and Observation of AEe: All monitoring or observation of the work performance of an AEe shall be conducted openly and with full knowledge of the AEe. No one including students (per WAC 132Q-30-236, as summarized) shall use eavesdropping, public address, or any temporary or permanent surveillance devices to record, videotape, or otherwise capture instruction, delivered in a classroom or online, without permission of the AEe.

Furthermore, CCS will discourage the unauthorized reproduction, rebroadcasting or remixing of any instructional materials AEes employ in their classes.

Academic Employee Evaluation: CCS and AHE recognize that the ability of students to progress and mature academically is a combined result of school, home, economic and social environment and that the AEe alone cannot be held accountable for aspects of the academic achievement of the student in the classroom.

CCS will support an AEe in her or his exercise of academic freedom. The AEe's method of presentation shall be determined by the AEe. While utilizing the established materials and programs, she or he may supplement so as to enrich the educational opportunities for the student, taking into consideration respect for the dignity and uniqueness of other people.

Section 2 - Non discrimination
AEes shall be entitled to full rights of citizenship. There shall be no discrimination with respect to the employment of any person because of such person’s age, gender, marital status, race, creed, color, national origin, domicile, sexual orientation, political activity or lack thereof, or the presence of any sensory, mental, or physical handicap.

Section 3 - Right to Safe Working Conditions
AEes shall not be required to work under unsafe or hazardous conditions or to perform tasks which endanger their health, safety, or well-being or the health, safety, or well-being of students. AEes shall report unsafe working conditions, including threats, remarks and intent to harm, to their unit safety officer, appropriate administrator (AAD) or 911, as appropriate, and shall abide by all safety rules and regulations which from time to time may be promulgated by CCS. When student behavior concerns or perceived threats are reported to the respective campus’s Behavioral Intervention Team, the employee filing the concern will be updated of progress and/or resolution as appropriate (see also Section 7.0-7.3 of Administrative Procedure 2.30.05-B). CCS will give AEes immediate notice of any known or imminent danger to body or property, whether from physical or human origin. Emergency procedures relating to safety and health issues will be periodically updated and communicated to the AEes.

AHE and CCS have a mutual interest in supporting corrective and proactive measures undertaken to eliminate specific unsafe workplace issues such as sick building syndrome (SBC), workplace bullying or conduct/behavior potentially creating a hostile work environment. Periodic discussion, including review of actions being taken to eliminate these issues and expectations for support, will be a regular agenda item of Joint Executive meetings.
Section 4 - Individual Personnel Files

There shall be two locations for access of AEe personnel files, the official file maintained in the Human Resources Office and the divisional file. Working document files may also exist consistent with Paragraph B, Item 3, f of this section.

A. The Human Resources Office shall maintain an official personnel file(s) for each AEe.

1. Access: The files shall be accessible during normal business hours to the AEe, her or his authorized representative, AAd, College President, appropriate Vice President, and chief administration officer, or designee. Other individuals shall not have access without specific authorization from the chief administration officer, or designee or the AAd. Individuals responsible for maintaining the files shall have limited access as required for this function.

2. Notice: No material shall be placed into the file without indication that the AEe has been made aware of it being placed into the file.

3. Items: The Human Resources Office file(s) may contain the following types of information:

   a. Job application materials submitted by the AEe

   b. Transcripts and documentation of academic coursework, licensure, certification, etc.

   c. Records of all professional development activities submitted for salary schedule credit subsequent to hiring

   d. Records and documents required to support the personnel/payroll system

   e. Records and findings developed pursuant to the steps outlined in Article 9 (Tenure), 10 (Evaluation), 11 (Remediation), 12 (Progressive Discipline), and 13 (Reduction-in-Force) of the master contract

   f. Documentation of employment history at CCS (contract, assignment, FTE, salary extended days, sabbatical, leave of absence, tenure award, leave records, etc.)

   g. Correspondence with or on behalf of the AEe

   h. Information submitted by the AEe for inclusion in the file

   i. Information forwarded by the AAd pursuant to the provisions of this Section, Paragraph B, 3 f, i

4. Filed information developed in investigation of complaints/pattern of complaints or records of attempts to counsel the AEe and establish a program of activities to correct shortcomings per
Article 11 and 12 can be removed from the employee’s HR file after three (3) years by mutual agreement of the AEe and the AAd.

B. The division file is maintained by the AAd within the division to which the AEe is assigned.

1. Access: The files shall be accessible during normal business hours to the AEe, her or his authorized representative, AAd, College President, and appropriate Vice President. Other individuals shall not have access without specific authorization from the AAd. Individuals responsible for maintaining the files shall have limited access as required for this function.

2. Notice: No material shall be placed into the file without indication that the AEe has been made aware of it being placed into the file.

3. Items: The division file may contain the following types of information:
   a. Records, transcripts, etc., which attest to the preparation, competence, and professional achievements of the AEe
   b. Records of teaching assignments and other assignments allocated to the AEe by the AAd
   c. Records of commendations, promotions, and honors
   d. Information submitted by the AEe for inclusion in the file
   e. Such other correspondence or records as may be required to support day-to-day administrative matters regarding the AEe, which may include:
      i. Documentation of student complaint(s) that were forwarded per Section 24 of this article, or complaints for which the AEe was notified directly and given opportunity to respond. Formal complaints processed per Section 24 shall be retained for two academic years beyond the year in which it was filed and shall thereafter be purged. A formal complaint determined appropriate for further consideration and advanced per Section 24 becomes part of division file. A formal complaint that is not determined appropriate will not be retained in the division file but will be retained in a Vice President of Student Services record retention file for risk management purposes.
      f. Written and signed documents (dated upon receipt or genesis by the AAD) not otherwise described above and concerning an AEe’s performance, including those materials generated by the AEe evaluation process (Article 10); supporting information developed in investigation of complaints/pattern of complaints or records of attempts to counsel the AEe and establish a program of activities to correct shortcomings per Article 11 and 12; provided that:
         i. Inclusion of the above mentioned items also includes the evidence that the AEe was shown a copy of the material(s), was informed that the material(s) had been placed in the file, and
was notified of the right to provide an explanatory statement which would remain appended
to the document(s) in the file;

ii. Evidence of meeting the conditions of this subsection is accomplished by the AEe’s signature
and date on the document (An AEe’s refusal to sign shall be documented on the material(s)
with a copy provided to the AEe; such refusal shall not delay the placement of material in the
division file.); and

iii. Material covered under this subsection is placed in the file within ninety (90) calendar days of
its receipt or genesis by the AAd.

iv. Complaints not moved into formal remediation shall be purged from any and all records after
four full academic quarters, excluding summer.

At the discretion of the administrative unit head and with notification to the AEe, copies of all or
any portion of the administrative unit file materials may be forwarded to the Human Resources
Office file, provided the conditions of this Section, Paragraph B, 3, f, iii have been met for written
complaints/concerns about the AEe’s performance.

4. These procedural guidelines covering official personnel files maintained by the Human Resources
Office and the AEe’s division shall not be construed to signify that other administrative offices cannot
maintain the documentation necessary to carry out their specific functions.

Section 5 - Keys
CCS agrees to provide to each AEe the required key(s) necessary to perform the individual’s job. Should an
individual misplace or lose a key, she or he must report this fact to the College President’s office or to the
AAd.

Section 6 - CCS Property
Upon separation from employment with Community Colleges of Spokane, AEes shall return any and all CCS
property.

Section 7 - Academic Employee Lounge
AEes shall have access to a lounge at each college reasonably close to their work site. At this time, some
buildings do not have lounges. CCS, in future building or expansion programs, shall provide lounge and
restroom facilities in accordance with applicable statutory requirements.

Section 8 - Academic Employee Professional Development
Required in-service courses shall be provided at no cost to the AEes. Such in-service training shall not be
required on holidays, weekends, or starting before 7:30 a.m. or after 4:30 p.m.

It is generally agreed that the AEes’ central responsibility with the Community College of Spokane is for the
quality of educational programs. CCS agrees to promote and support this central responsibility through
professional development programs and shall work towards providing dedicated funds for AEs development.

Such professional development funds as SCC and SFCC makes available will be allocated through an application process developed with AEs input. Information regarding funding levels and an accounting of the previous year’s awarded allocations will be available upon request to the CCS Business Office.

Section 9 - Rights of Academic Employees in the AHE
A. AEs of CCS who are represented by the AHE shall have the right to freely organize, join, and support the AHE for the purpose of engaging in negotiations and other related activities authorized by RCW 28B.52 or any subsequent legislation.

B. CCS shall not directly or indirectly discourage or deprive or discriminate against any AE with respect to hours, wages, or any other terms or conditions of employment by reason of membership or non-membership in the AHE or participation in any grievances, complaints, or proceedings under this contract.

Section 10 - Right to Due Process
No AE shall be reprimanded, disciplined, or reduced in compensation without just cause. In the event that informal meetings fail to resolve the problem, any charges which are made shall be reduced to writing and made available to the AE. An AE shall have the right to have AHE representation of her/his choice present at any meeting wherein the employee believes she or he may be reprimanded, disciplined, suffer adverse action or otherwise denied rights available under this contract. This section shall not be applicable with respect to matters handled in accordance with Articles 9 (Tenure) and 13 (Reduction in Force).

In situations where the AE is being given work direction or training, or during evaluation meetings representation rights do not generally apply.

Section 11 - Handbook
Each unit may develop and provide all AEs an academic employee handbook in the initial quarter of employment. As revisions are made, copies will be made available. Copies of the AE handbook will be available to adjunct AEs in each division office and issued upon request.

Section 12 - Individual Contracts
A. CCS shall provide each annually contracted AE an individual contract in conformity with Washington state law; State Board for Community and Technical Colleges regulations; CCS policies, rules, and regulations; and this contract. An original and a copy to be retained by the AE shall be provided no later than May 15 preceding the applicable academic year. Each AE who intends to return to employment shall so notify CCS by signing the individual contract and returning it no later than fourteen (14) days after its issuance. The AE shall sign all copies of the contract and return them to the Human Resources Office with the exception of the employee’s copy. Failure to sign and return the contract shall indicate that the AE does not intend to return to the tenured or probationary appointment and no longer desires to be employed by CCS.
Article 3

B. Should CCS issue contracts prior to the conclusion of negotiations, such contracts shall be based on the AEe’s salary currently in effect, together with the inclusion of a rider specifying that salaries will be adjusted consistent with the conclusion of negotiations. A copy of any rider will be retained by the AEe.

C. Annually contracted AEes will be paid pursuant to applicable OFM regulations.

D. Annually contracted AEes will be paid on a semi-monthly basis during the academic year (19 semimonthly installments, September to June). If the employee wishes to have salary distributed over 12 months, an arrangement with the employee’s financial institution may be available. Consult with the Payroll Office for more information.

Section 13 - Professional Licensure and Certification

Certain AEes are required to have a current professional licensure or certification. Required licensure or certification includes Professional/Technical Certification per WAC 131-16 if required by the position and appropriate professional licensure or certification as required by law or accreditation for specific specialties.

The Human Resources Office will provide a status report to AEes on or before February 1 of each year of their required licenses or certificates with expiration dates.

AEes in programs that require current professional licensure or certification who do not have current licenses or certificates will be placed on temporary unpaid leave until they provide documentation that the required licenses or certificates are current. Payment of costs associated with obtaining or maintaining a professional license or certification shall be administered consistent with state Office of Financial Management criteria, as follows (See also Article 19, Section 1, Paragraph F):

A. If the license or certificate is a minimum requirement to hold the position, CCS cannot pay any expenses related to cost of the license or certificate.

B. If the license or certificate is not a minimum requirement to hold the position, but is a preferred qualification in the determination of the appointing authority and is used strictly for and to the benefit of CCS, then CCS may pay maintenance related fees, including required professional association membership fees.

C. If training is required to obtain/maintain a license or certificate, then CCS may pay the costs provided:

1. The training is directly related to the job requirement, and
2. The training maintains or enhances the employee’s work-related skills specific to that job requirement.
3. CCS shall not pay for examination costs.

(See also Article 19, Section 1, F)
Article 3

Section 14 - Payment While Injured

AEes who suffer injuries received in employment shall be entitled to all rights and responsibilities provided by RCW Chapter 51 and the state government return to work program as authorized by RCW 28B.16. Whenever an AEe is absent from employment and unable to perform duties as a result of injuries sustained in the course of employment, the injured employee will be on leave of absence with pay as provided for hereafter. During such a period of disability, the AEe may utilize her or his sick leave to compensate for the difference in the amount of state compensation and her or his regular salary to the limits of her or his accrued sick leave account. Her or his sick leave account will be a pro rata based upon salary paid and shall be reduced in the same ratio as the payout bears to her or his total salary. All benefits such as salary, retirement, social security, and sick leave shall be maintained on a pro rata basis. Salary placement and movement shall not be affected by time loss due to the provisions of this section.

Section 15 - Liability Protection

CCS agrees to save AEes harmless and defend from any financial loss, including reasonable attorney’s fees, for actions arising out of any claim, demand, suit, criminal prosecution, or judgment by reason of any act or failure to act by such employees within or without CCS, provided such employees, at the time of the act or omission complained of, were acting within the scope of employment or under the direction of CCS as provided in next paragraph.

As provided for in RCW 28B.10.842, whenever any action, claim, demand, suit, criminal proceeding, judgment, or proceeding is instituted against an AEe arising out of the performance or failure of performance of duties for CCS, within or without CCS facilities, the Board of Trustees shall grant a request by an AEe that the office of the attorney general be authorized to defend said action, claim, demand, suit, or criminal proceeding, and the cost of defense of said action shall be paid from the appropriation made for the support of CCS, provided the Board of Trustees has made a finding and determination by resolution that the AEe was acting in good faith. If the Board of Trustees is unable to reach any decision on the matter, the office of the attorney general is authorized to consider a request.

Section 16 - Tuition Fee Waiver

CCS shall waive tuition and fees for full time annually contracted and adjunct (as defined in Article 1, Section 3) AEes who are employed one half time or more subject to RCW 28B.15.558 and to the following conditions.

A. Eligible AEes will be required to pay the current tuition waiver fee per course plus any special course fee (e.g., laboratory fees) and the registration fee.

B. Eligible AEes may enroll in classes on a space available basis only, as determined by the college registrar, on the third day of the quarter.

C. This waiver can only be used for state support credit classes.

Reassigned time, not to exceed five (5) weekly hours per quarter, may be utilized in unusual circumstances for taking classes upon the approval of the AAd.
There is a limit of six credit hours per quarter. Exceptions to this limit may be made by the College President.

Section 17 - Use of Paraprofessional Employees
In the event CCS utilizes paraprofessional employees, the following conditions shall apply:

A. Paraprofessionals shall not be assigned professional teaching, counseling, or librarian responsibilities except for classified employees performing duties in accordance with a classification specification approved by the Washington State Personnel Resources Board.

B. Any direct instructional activities performed by the paraprofessional shall be under the direction of the AE. By mutual agreement between the AE and the AAd, the AE may be the immediate supervisor of the paraprofessional employee and obtain/maintain supervisory certification per CCS Administrative Procedure 2.00.01-B and WAC 357.34 as a condition of the supervisory assignment. The paraprofessional employee shall not supervise AEes.

C. Disputes regarding whether a CCS employee is an AE or a paraprofessional shall be referred to the Joint Executive Committee, and if not resolved, such matters shall be referred to the Washington State Personnel Resources Board.

D. The AHE shall be notified of all instances where paraprofessionals are employed by CCS.

Section 18 - Subcontracting
The district and AHE must mutually agree on any proposed subcontracting for work customarily performed by bargaining unit AEes as part of their professional responsibilities. A good faith effort will be made to present, consider and reach agreement within ten (10) contractual days. The parties mutually agree that every reasonable effort will be made to avoid proposing subcontracting agreement in the first or last five (5) days of a quarter. The parties acknowledge, however, unavoidable need for proposal will occur during calendar breaks. To accommodate this need, proposals and related communication during breaks will occur directly between the appointing authority, or her or his designee, and the respective AHE Vice President or the AHE President. Each shall exchange the required contact information prior to calendar breaks.

Section 19 - Academic Employees’ Offices
CCS is committed to providing office space for AEes. Providing office space will be given a priority in all new buildings or remodeling of current space whenever practical. Subject to and limited by current physical space for AE offices, the supervisory AAd will be guided by the following procedures in the priority and assignment of office space.

A. Annually contracted AEes will have first priority for assignment of available AE office space.

B. Adjunct contracted AEes will have second priority for assignment of available AE office space; the adjunct AEes teaching the greatest number of hours will be given priority consideration.
C. All AEes will have the option to have access to classrooms or conference rooms prior to and after class meeting time for office purposes, provided that said room is not otherwise assigned and is available for such use.

D. Every reasonable effort will be made to assign annually contracted AEes office space as close as practical within reasonable proximity to their discipline, teaching, or work site and to provide accessibility to students and facilitate the performance of other assigned and related responsibilities.

E. CCS reserves the right to reassign AEe office space, in consultation with affected AEe, to meet changing circumstances in accordance with Paragraph D. above and to reassign AEe office space for those AEes who are on an approved leave for any purpose if said leave is in excess of thirty (30) working days. Upon return, the AEe will be assigned the same or similar AEe office space.

F. AEes who are reassigned AEe office space in accordance with these procedures will be responsible for the removal and storage of their personal property.

Section 20 - Copyright and Patent

Board policies 7.50 Copyright and 7.60 Patent are hereby incorporated into this contract by this reference and are attached hereto as Appendix A.

A. Intellectual Property (see also Appendix A – Copyright and Patent Ownership)

1. Written materials, creative works, multi-media materials and products, including any derivative works, developed by an AEe for on-ground or online courses, who is reimbursed by CCS for the work, produces it during work hours, or consumes goods/services purchased by CCS become the property of CCS. CCS may exercise all rights and privileges of ownership.

2. Written materials, creative works, multi-media materials and products, including any derivative works, developed by an AEe for on-ground or online courses, on her or his own time, which incur no more than incidental cost to CCS, are deemed to be the property of the AEe. CCS shall not assert any interest in instructional technology materials created by an employee without the use of appreciable CCS support and used solely to assist the AEe or enhance the students’ learning environment.

3. Potential joint ownership agreements should be mutually negotiated prior to the commencement of the work. The AEe developer is entitled to an AHE representative during such negotiations.

4. CCS retains exclusive rights for the use of the logo or the name of any of the educational units.

B. Before the college disseminates AEe creative works to an audience other than the intended audience of students and other college staff, there shall be a written agreement (establishing use and, if applicable, compensation) between the college and AEe. Royalty contracts and recovery of development costs will be mutually negotiated between the AEe(s) and CCS. Such recovery costs will be determined, in writing,
prior to the commencement of the work. The AEe is entitled to an AHE representative during such negotiations. This applies to materials produced prior to this contract that continue to generate revenue for the colleges. This does not extend to retroactive application or claims for prior year recovery.

Section 21 - Parking
AEes shall be assigned a specific parking lot with adequate parking spaces. Once each biennium CCS may appoint a task force, with representative AEe membership, to review and consider parking fees and issues. Recommendations will be presented to the Board of Trustees for consideration of approval. Further, the CCS will develop and enforce strict parking regulations to ensure adequate AEe parking. AEes may appeal parking violations consistent with chapter WAC 132Q.20.265 and applicable administrative procedure.

Section 22 - Right to Fairness in Application
CCS shall make no arbitrary or capricious decisions regarding the application of this Collective Bargaining Agreement nor discriminate against AEes exercising their rights under this contract.

Section 23 - Non-Fraternization
CCS is committed to providing an environment conductive to individual development and learning. CCS and AHE recognize that a sexual or emotionally intimate relationship between AEes and students, or between AEes and those whom they supervise, may pose legal risks to the AEe, student, third parties and the college. Accordingly, AEes are prohibited from entering into a sexual or emotionally intimate relationship with anyone with whom they have a current supervisory or AEe/student relationship. See Appendix O.

Section 24 - Process for Student Concerns and Complaints
A. Informal Concerns: The following steps are to be used in resolving student concerns. Concerns must be initiated within ten (10) instructional of the start of the quarter following the quarter during which the alleged actions occurred. An informal concern may be initiated in summer quarter if the AEe and student mutually agree. Informal concerns should proceed to the next step only if not resolved at prior steps. The student will make reasonable effort to complete the informal concern process described below within twenty (20) instructional days. The student has a right to a supporter during any meeting, provided advance notice is given. To ensure confidentiality and compliance with privacy statutes, this is an individual process. Group concerns will not be considered.

If at any point during the concern process it is determined the issue may involve a violation of federal/state law or Board policy, it may be forwarded to the appropriate district/college officer for consideration outside of the student concern process.

1. Step One: The student communicates with the AEe and describes the concern. The AEe will respond to the student within five (5) instructional days after hearing the informal concern from the student. If the student has used at least two methods to attempt to contact the AEe on instructional days and received no response within a reasonable time, the student will contact the department chair for assistance.
Before proceeding to Step Two, the department chair will first ascertain that the student has made valid attempts to contact the AEe during the AEe’s instructional days. If not, the chair will facilitate communication with the AEe.

2. **Step Two:** If the concern is not resolved at step one, the student next speaks with the AEe’s department chair. The chair will attempt to facilitate a mutually acceptable resolution of the concern between the AEe and student. The department chair will respond to the student within five (5) instructional days of hearing the informal concern from the student.

   A student may initiate the informal concern directly at Step Three, provided the cause for the student not proceeding through Steps One and Two is ascertained and found credible by the AAd. The AAd will first ascertain that the student has made valid attempts to contact the AEe during the AEe’s instructional days (Step One), and not having received a response, has contacted the department chair for assistance or response (Step Two).

3. **Step Three:** If the concern is not resolved at step two or is determined by the AEe’s AAd to be appropriately advanced to this step, the student next speaks with the AAd. At any point during the informal process the AAd may call an informal meeting between the student, faculty, chair and the AAd to attempt to reach a resolution. The AAd will respond to the student within ten (10) instructional days of receiving the concern. If the AAd is not reasonably available the student may instead contact the appropriate vice president for assistance or assignment of a designee.

   **B. Formal Complaint:** If the concern has not been resolved to the student’s satisfaction, she or he may file a formal complaint utilizing the form provided in Appendix N-1. The form must be submitted to the AAd’s office within ten (10) instructional days of the AAd’s Step Three response. Failure to do so causes the complaint to be denied as untimely.

   1. **Assessment:** The AAd will assess the formal complaint and make a determination of whether the complaint is appropriate for further consideration. If the AAd determines that it is not appropriate, she or he will so notify the student in writing not later than ten (10) instructional days after receipt of the formal complaint. Said complaint is terminated and may only be considered further per Item 5 below.

      If the AAd determines further consideration is appropriate, she or he will, within ten (10) instructional days of receiving the signed written complaint, send the signed written complaint to the AEe and to AHE.
2. **Academic Employee Response:** The AEe will submit a written response to the formal complaint to the AAd within ten (10) instructional days of being notified. The AEe can either 1) assert the informal process was not followed, or 2) provide a written response to the AAd.

3. **Meeting to Discuss Response:** A meeting to discuss the complaint and draft the division’s response will be scheduled within ten (10) instructional days of receiving the AEe’s response and to include the AAd, AEe, and AHE. Others may participate at the mutual agreement of the AAd and AEe.

4. **Division Formal Response:** The AAd will provide the division formal response to the student within five (5) instructional days after the above meeting. This serves as the official division response to the complaint.

5. **Vice President Appeal:** If the complaint is not resolved to the student’s satisfaction, he/she may appeal to the appropriate Vice President within ten (10) instructional days after the AAd’s response. The Vice President’s response will be the college’s final official response.

C. **Academic Employee Rights:** The AEe has the right to AHE representation at any meetings regarding the concern/complaint.

Materials may be placed in the employee’s division file in accordance with Article 3, Section 4, Paragraph B, 3, e) on files.

**Section 25 - Advisory Committees**
CCS administration shall follow SBCTC’s Guidelines Appendix G and RCW 28B.50.252 and any accreditation guidelines for advisory committees.

**ARTICLE 4 - WORKLOAD AND TERMS OF EMPLOYMENT**

**Section 1 - Assignment**
The appropriate administrator (AAd) will make workload assignments consistent with the terms of this article.

**Section 2 - Student Centered Scheduling**
The parties have mutual interest in scheduling courses, services and programs in a manner which most effectively meets student demand and needs, including weekend and evening programming. Student centered scheduling has been accommodated in this contract through the following sections, and such scheduling should be undertaken consistent with these sections:

A. Article 4, Section 7 – Working Day
B. Article 4, Section 8 – Contractual Day
C. Article 4, Section 10 – Alternate Contract/Summer Quarter
D. Article 4, Section 11 – Alternative Schedules
E. Article 4, Section 13 – Counseling Extended Contracts
F. Article 5 – eLearning
Section 3 - Workloads for Annually Contracted Academic Employees

<table>
<thead>
<tr>
<th>Category</th>
<th>Program or Discipline</th>
<th>Normal Weekly Contact Hours</th>
<th>Annual Average Contact Hours F/W/S</th>
<th>Min. Weekly Office Hours</th>
<th>Other Professional Activities and Responsibilities</th>
<th>Total Weekly Responsibilities</th>
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<tbody>
<tr>
<td>A</td>
<td>(See Appendix H for a list of programs and Disciplines in each category)</td>
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<td>45</td>
<td>10</td>
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</tbody>
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Normal weekly contact hours in categories A through G are increased pro rata by the number of weeks in the shortened summer quarter compared with the normal eleven (11) week quarter. For example, the normal weekly contact hours in Category A for an eight week quarter is 20.62, for a six week quarter is 27.50.

The Board and the Association recognize that class size is a critical component in providing quality education and maintaining standards of excellence and that such component will be given weight by CCS in making class size determinations. Department input shall be included in decisions regarding the size of classes. The determinations should focus on and incorporate student learning, outcomes, quality education in the best interest of the students, and safety and size of classroom area.

Curriculum and program development shall be implemented consistent with NWCCU Accreditation Standard 2 – Educational Program and Its Effectiveness. Academic employees (AEe) who have developed curriculum proposals or updates according to college curriculum development guidelines are guaranteed the right to present such proposals to campus curriculum committees.

Section 4 - Academic Employee Responsibilities

Annually contracted AEes are expected to be on campus, at a center, or at other off-campus work locations, engaged in professional responsibilities an average of thirty-five (35) hours per week. Professional responsibilities within the thirty-five (35) hour week include, but are not limited to:

1) Meets or makes arrangements for all scheduled class/worksite hours
2) Provides reasonable availability and accessibility to students in a manner appropriate to meet student needs (i.e. office hours, e-mail)
3) Participates regularly in district, college, division (where reasonable notice has been given) or general AEe meetings; in-service training; curriculum development; academic consulting; workshops or seminars (including preparation time) (see also Article 5, Section 3, J.) regarding distance education)
4) Shares in the responsibility to serve on district/college/division/department councils, committees or task forces; or other activities. (see also Article 5, Section 3, J.) regarding distance education)
5) Attends departmental meetings where reasonable notice has been given. (see also Article 5, Section 3, I.) regarding distance education
6) Abides by district non-discrimination policies and is willing to make reasonable accommodations where necessary to give students of disability full access to academic programs/services
7) Engages in instructional/non-instructional professional responsibilities an average of 35 hours per week
8) Non-instructional days shall include at least the same number of hours on campus, at a center, or at other authorized off-campus work locations, as would be required on an instructional day
9) Follows established written procedures that have been clearly communicated
10) Remains generally aware of and complies with state and federal laws applicable to professional duties
11) Exercises effective stewardship of college assets/equipment as appropriate
12) AEes giving grades are responsible for communicating expectations and establishing clear grading criteria through appropriate instructional means.

Students shall be provided a comprehensive syllabus within the first week of the course term.

Section 5 - Implementation

A. The workload category for all programs and disciplines is defined in Appendix H. An AE teaching classes in more than one (1) workload category will have workload computed on a pro rata basis.

B. All credit and non-credit classes offered by CCS are defined in the catalogue course listing. The definition is developed as part of the course curriculum approval process including SBCTC approval. AHE will be notified of all approved curriculum revisions.

C. Supplemental Assignments: Annualized overload and supplemental contracts carry an additional student accessibility responsibility beyond those required within the normal 35-hour professional responsibility requirement.

D. Supplemental Contracts: Primary consideration will be given to student success and instructional quality in assignment of supplemental contracts. Tenured AEes will be given preference to part-time assignments within their respective departments, provided academic qualifications, previous teaching experience of the course(s), department rotation systems, ability to meet professional responsibilities, specialized skill and availability of adjunct AEes, and budgets are considered.

If an AE’s load is 180 percent for four consecutive quarters, excluding summer, a meeting will be held during the fourth quarter between the AE, the AAd, and the vice-president to address Article 4, Section 5, C.

Summer session is addressed separately in Section K. and L.
E. **Annualized Overload Assignments:** The annual average contact hours define the normal annual teaching workload, or 300 percent. The percentage of contact hours in excess of 300 percent shall result in such excess being paid at the adjunct AEe rate for the applicable workload category, provided that the annual excess is two (2) or more hours.

F. Team teaching assignments shall be on a pro rata basis.

G. **Prior Learning Assessment:** AEes hold the core competency for making prior learning assessments. Regardless of the method of assessment, credit may be granted only upon the recommendation of AEes who are appropriately qualified and who are on a regular appointment with the college on a continuing basis. Compensation for assessment will be based on the amount of credit requested, not the amount of credit awarded (see Article 18 for compensation).

AEes will evaluate and approve all crosswalk resources for their relevance in comparison to college course offerings including the well-established ones such as American Council of Education (ACE) Military Guide.

To implement a portfolio assessment, CCS will collaborate with the appropriately qualified AEe to determine if a need for a portfolio class exists.

CCS will contract with AEes to develop challenge exams or consult with an appropriate AEe to use existing comprehensive final exams. AEes will determine if CLEP, DANTES, DSST, Advanced Placement (AP), International Baccalaureate exam (IB), Excelsior College Exams, and others are commensurate with clearly defined learning outcomes.

H. **College in the High School:** College in the High School (CHS) is a dual credit program located on a high school campus or in a high school environment in which a high school student is able to earn both high school and postsecondary credit. Decisions to participate will be made at the department level and the following will be incorporated:

1) The college provides a mentor (a college AEe who is a subject matter expert in the discipline being taught at the high school) to work with the CHS instructor on matters specific, but not limited to course curriculum, assessment criteria, pedagogy, course philosophy, and appropriate rigor to meet the learning outcomes of the college course. Mentors will meet with the CHS instructor no fewer than twice during a high school semester and schedule at least one classroom observation.

2) Although college mentors do not teach the CHS course, they are the listed instructor of record who oversees quality assurance and will assist the CHS instructor to submit student grades.

3) Concurrent enrollment courses offered in the high school are the equivalent to courses offered on-campus at the sponsoring college.
4) Students enrolled in concurrent enrollment courses are held to the same standards of achievement, which include the same prerequisite requirements and grading standards, as students in on-campus courses.

5) The Northwest Commission on College and Universities states, “Faculty with teaching responsibilities take collective responsibility for fostering and assessing student achievement of clearly identified learning outcomes.” Therefore, CCS AEes are solely responsible for curriculum and learning outcomes.

6) Professional Development activities including discipline-specific training for course curriculum and assessment criteria, pedagogy, course philosophy and administrative responsibilities will be provided to any AEe participating in such programs to maintain collegial interaction to address content, course delivery, assessment and evaluation of course offerings.

7) Instructors teaching college courses through the concurrent enrollment program must meet the academic department’s requirements for teaching college courses.

8) Annually contracted and adjunct AEes at CCS are eligible to teach as well as mentor College in High School program courses.

9) High school instructors must comply with the college’s expectations as communicated by the college mentor for CHS courses in order to continue participation.

I. The workload for a 100 percent assignment in the cooperative education program is defined as sixty (60) students for work experience and is in Category A for overload purposes. The workload for co-op seminar will be the same as the predominant category for the discipline or program in Appendix H. Cooperative education includes those programs with activities defined as community based learning and includes internships or practicums; the same workload guidelines apply.

The typical minimum responsibilities for cooperative education include advising and selecting students, placing students in work experience sites, improving student adjustment to the work environment, improving on the job training, coordinating classroom instruction with on the job training, assisting students with personal adjustments, promoting the program among employers and students, and contacting each student in both seminars or conferences and supervised work experience.

J. AEes shall not be required to substitute as part of their normal assignments.

Substitute assignments will be paid at the substitute rate, provided such activities are assigned and authorized in advance by the AAd. Nothing herein shall be construed to preclude voluntary substitution or to require the use of substitutes by CCS (see Article 7, Section 1, Paragraph C regarding unpaid substitute limitations).

K. Summer course offerings shall be based on student needs and sound scheduling practices. Summer school assignments shall normally be less than a full load, except in block programs.

L. Annually contracted AEes will be given preference for part-time assignments in summer within their respective departments, provided academic qualifications, previous teaching experience of the course(s), department rotation systems, and budgets are considered. The AAd shall make the final selection based upon these criteria.
Section 6 - Reassignment

A. AEes shall normally perform the responsibilities of their position, but occasionally partial reassignment of normal responsibility is necessary and desirable to accomplish special projects, research, curriculum projects, professional development, and other activities.

B. All reassignments require the written approval, in advance, of the College President.

C. AEes authorized for partial reassignment will be selected based on qualifications, program need, and impact on normal department activities. The department chair and the AHE will be informed prior to all reassignments.

D. Partial reassignments are for one (1) quarter duration only and may be renewed if appropriate.

E. The time available for reassignments will be based pro rata on the total weekly responsibility. For example, one third (1/3) reassignment will be one third (1/3) of thirty five (35) or eleven and seven tenths (11.7) hours per week and shall be prorated among the weekly contact hours, office hours, and other responsibility hours.

F. Full and/or partial reassignment and release from the normal responsibilities lasting one (1) quarter or more will be accomplished in the following manner:

1. Potential job reassignments of two or more quarters will be posted in the College President's office and generally announced to college AEes. Interested college AEes will be given an opportunity to submit a letter of interest as application for the reassignment. Following consideration of those applications the appointing authority retains right to select and assign. Exempted are those reassignments made for non-project based reasons (i.e. medical accommodation, personal, disciplinary).

2. An annual list will be made available to AEes and the AHE by college administration listing all college reassignments or granted releases for that academic year. Exempted are those reassignments made for non-project based reasons (i.e. medical accommodation, personal, disciplinary).

3. The AEe offered the full reassignment will, with acceptance, be appointed to a temporary one hundred seventy five (175) day AEe position at the annual contract rate in workload Category H. Extensions to this assignment, when authorized, will be at the non-instructional hourly rate.

4. The full reassignment is for a maximum of one (1) year and may be renewed if appropriate.

5. At the conclusion of the reassignment, the AEe will return to her or his regular position or an equivalent position.
Section 7 - Working Day

For instructional employees, morning, afternoon, and evening shall each be considered a time block. Such AEes will not be assigned to more than two (2) consecutive time blocks in any one (1) day unless required to maintain a full load. When such scheduling is required, assignments shall be given to those AEes with least seniority, provided qualifications are equal as determined by the AAd. Any dispute regarding such assignment shall be referred to the Joint Executive Committee.

When courses are canceled after the schedule is published, the affected AEe may be assigned a split shift to complete the employee’s workload.

This Section does not preclude voluntary assignments.

Section 8 - Contractual Days

The number of contracted days for annually contracted AEes shall be one hundred seventy five (175) as scheduled in the approved college calendar. Scheduling of such days shall be approved by the Board of Trustees. Additional calendars may be approved for non-traditional programs. The one hundred seventy five (175) day assignment for AEes may be different than those days in the academic calendar upon mutual agreement between the AEe and the College President. In departments such as nursing where state legislation, professional licensing, or curriculum requirements require a four (4) quarter curriculum, the one hundred seventy five (175) days may be assigned to include the summer quarter. In such instances, each summer day shall be counted on a prorated basis. For example for a 5 credit lecture course over four days per week, the class times would be as follows: for 6 week schedules, 92 minutes per class; for 7 week schedules, 80 minutes per class; and for 8 weeks schedules, 70 minutes per class. Such assignments shall be made on a case by case basis by mutual agreement of the annually contracted AEe and the College President.

Section 9 - Academic Calendar

The academic calendar will be developed by mutual agreement between CCS and the AHE provided that the days of instruction range from one hundred sixty five (165) to one hundred sixty-seven (167), that the legal holidays be observed, and that all parties agree that all classes must meet according to the official final exam schedule. The parties must agree on the calendar no later than December 1, two (2) years in advance and any adjustments are subject to final approval by the Board of Trustees.

Section 10 - Alternate Contract/Summer Quarter

Upon mutual agreement between a tenured AEe and the AAd(s), summer quarter may be worked in lieu of a regular quarter. In such instances, weekly contact hours shall be adjusted to reflect the summer schedule, and compensation shall be the same as if the regular quarter had been worked. The academic year begins with the summer quarter; thus, the AEe would be assigned to work the summer quarter of that year plus two more quarters.

Section 11 - Alternative Schedules

The one hundred seventy five (175) day assignment for those AEes with primary assignments as counselors or librarians, may be scheduled for days different from the academic calendar between the start of fall
quarter and the end of spring quarter. This requires that the department chair coordinate the work schedule for administrative approval and that there be mutual agreement between the AEe and the AAd.

Section 12 - Summer Quarter, Counselors and Librarians
Summer quarter for those AEes with primary assignments as counselors or librarians is defined by the completion of 280 hours between the last day of spring quarter and the first day of fall quarter up to a maximum of forty (40) days upon mutual agreement between the AEes and the AAd. Time worked in addition to the seven (7)-hour day or the two hundred eighty (280) hours will be at the hourly rate, unless otherwise accounted for in an approved extended contract.

Section 13 - Counseling Extended Contract
The option of an extended contract to cover non-contractual periods exclusive of the normal academic year or for days in excess of the summer contract defined in Section 12 above, will be available to full-time academic counselors. This contract option will be an extension of the normal 175 academic calendar day contract.

An AAd may offer and each counselor may accept an extended day contract in addition to the normal 175-day contract at the current rate of pay. The contract extension load authorization must be submitted to the Human Resources Office in full days. The total number of days for this extended contract plus the 175 academic calendar days contract will not exceed 200 contract days.

The department chair will develop, in consultation with her or his department colleagues, proposed schedules for the following quarter and will submit proposed schedules to the AAd as follows:

<table>
<thead>
<tr>
<th>Quarter Being Scheduled</th>
<th>Schedule Due to Appropriate AAd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>14 calendar days after the start of Fall quarter</td>
</tr>
<tr>
<td>Winter</td>
<td>14 calendar days prior to the end of Fall quarter</td>
</tr>
<tr>
<td>Spring</td>
<td>14 calendar days prior to the end of Winter quarter</td>
</tr>
<tr>
<td>Summer</td>
<td>14 calendar days prior to the end of Spring quarter</td>
</tr>
</tbody>
</table>

Hours may be combined to total full workdays when in the best interest of student needs. Every effort will be made to ensure counselor availability during all periods outside of the summer quarter necessary to meet student and college needs. The final schedule will be developed in consultation with the AAd, who will have final approval and shall give notice to the department chair of that approval within five (5) working days.

Scheduling and extended contracts will occur initially within the appropriate organizational unit only. Remaining available extended contract days may be offered to counselors from other organizational units, after final approval of schedules has been made by the AAd, by contacting the other unit’s department chair(s). Those remaining days will be assigned by seniority basis of those counselors having expressed interest.
ARTICLE 5 - eLEARNING

AHE and CCS recognize that classes delivered online can offer educational opportunities to people who would otherwise be unable to attend college. At the same time, both AHE and CCS recognize that eLearning poses special challenges to students, academic employees (AEe), and district infrastructure and support personnel. AHE supports using technology to further student access and student success; however, AHE is mindful of the limitations of CCS’s technological infrastructure and the technology provided by CCS for instruction.

Therefore, neither CCS nor AHE will expand online offerings without due concern for student success and AEes’ welfare. It is the intention of administration and AHE to increase online course offerings at a measured and a managed pace.

For successful online instruction the unbundling of AEe roles (see Article 4, Section 3, B) is not in the best interest of student success. Developing curriculum is the exclusive right of AEees, as defined in Article 1, Section 2, A; course/instructional designers are not AEees, but rather are experts in eLearning technical functionality, best practices and tools.

Section 1 - Support for eLearning
CCS and AHE recognize that eLearning may require additional technological support, training, and development. To ensure educational quality, AEees and administration who engage in eLearning shall mutually agree on the necessary support services, technology, development release/funding, and training to ensure educational quality. In addition, AEees engaged in online instruction should expect appropriate, ongoing, technical support. Available support resources will be identified and communicated to AEees by college administration on an annual basis.

Section 2 - Course Design, Refreshment and Maintenance

A. Negotiated Compensation for Course Changes: See Article 18, Section 11.

B. Compensation for Mandated Course Changes: AEees will be compensated if mandatory changes to delivery platforms, learning- or content management systems (LMS/CMS), or associated software require substantive course updates or maintenance.

C. Proprietary/vendor course evaluation and design tools can only be used with permission of the AEe.

Section 3 - Workload and Working Conditions

A. Voluntary participation: Participation by AEees in eLearning courses, whether as part of regular teaching load or as overload, will be strictly voluntary, unless such courses are a condition of employment. If teaching eLearning courses is not a condition of employment, AEees may elect not to teach those courses; such decision will not be used in any evaluative manner.

B. RIF and eLearning: No AEe will be displaced because of eLearning or computer-aided courses. The CCS agrees that it is not the intent of CCS to replace AEe positions by subcontracting credit courses with
Outside contractors, other than adjunct AEes or supplemental contractors. Unbundling of AEe roles for assignment to paraprofessionals, staff, subcontractors, or other non-AEes is prohibited.

C. Accessibility to Students and Professional Responsibilities: In eLearning courses AEes shall be able to conduct a proportionate part of their office hours via email, telephone, or equivalent one-on-one alternatives. AEes who teach eLearning classes must meet other professional responsibilities (Article 4, Section 4).

D. Priority Assignment: The developer of eLearning courses developed prior to 7/1/15 will retain priority assignment for teaching these courses up to receiving 167 percent of an overall quarterly instructional load as defined in Article 4. Thereafter, the right to instruct the courses is open to any other AEe instructionally qualified. This right of priority assignment does not apply to adjunct AEes. After TBD date the development and subsequent assignment of eLearning courses is subject to a specific department’s assignment processes/practices, and there will be no additional contractual rights to priority assignments.

E. Student Evaluations: Consistent with Articles 10 and 24, AEes who teach online courses will use the evaluation form designed specifically for eLearning (Appendix C-3A). Hybrid courses may use any form provided in Appendix C-3A-D (A, B, C, D). Other methods of evaluation of AEes shall be mutually agreed between the AEe and the appropriate AAd prior to the evaluation. To ensure student anonymity, online student evaluations should be distributed at the direction of the Vice President’s office at the appropriate college, with completed evaluations directed to the AEe’s AAd. AEes (other than probationary tenure-track candidates) select which of their classes will be used for evaluation (Article 10, Section 2, A and Article 24, Section 9, B). Probationary tenure candidates will work with their tenure committees to determine which classes will be used for evaluation (Article 9, Section 3, C).

F. Observations: Without advance written permission of the AEe, there will be no monitoring, taping, nor observation for purposes of assessing an AEe’s performance. Observations of eLearning classes will be conducted at an observer (non-interactive) level, during a mutually agreed upon normal class period and followed by a post-observation discussion. All other observation steps and procedures, as stipulated in Article 10, Table 3, Section 2, B1; Article 9, Section 4, C; and Article 24, Section 9, as applicable, will be strictly followed.

G. Technical and eLearning Support: Administrative or staff access is limited to issues of software functionality only. No change to class structure, content, sequencing, or design is allowed without permission of the AEe of record. Communication with students by support staff regarding matters other than technical support should occur only in coordination with the AEe.

H. Online Enrollment Management: The class size ceiling for online eLearning courses is 25. The class can be over-enrolled up to 35 students, with mutual agreement of the AEe and the AAd. To facilitate enrollment management, additional eLearning sections of the same class may be opened later. Over-enrolled students can be moved to a new section with permission of the AEe. If the AEe accepts an additional section of the class, she or he may move the over-enrolled students to the new section.
Departments, with agreement of the AAd, may lower class size ceilings in the best interests of student success.

I. **Compensation:** Compensation for online classes will be calculated at the close of business on the 10th day of enrollment. The monetary compensation for the online class section(s) determined above will be calculated as follows:

1. The first section of student enrollments 1 through 25 will be paid at the contractual rate for the appropriate workload category.

2. Enrollments exceeding 25 will be paid at 1/25th of the contractual rate per student for the appropriate workload category.

3. If the class size ceiling has been mutually agreed to be fewer than 25 (per Paragraph H above), the maximum over-enrollment of the section will be no more than 130 percent of the agreed upon ceiling. For each student over the adjusted ceiling, the AEE will be paid in proportion to the adjusted ceiling.

   During summer quarter, preliminary calculations may be done prior to the 6th day to ensure AEes are paid in a timely manner.

J. **100 Percent Online Distance Learning Workload (No On-campus Responsibilities):** When 100 percent of an AEE’s workload in any given quarter is comprised of distance learning courses and that assignment does not allow her or him to also meet on-campus professional responsibilities, the following shall apply:

1. A mutual agreement, not exceeding three consecutive quarters in length, will be reached and documented between the AEE and her or his AAd prior to submitting for approval per Item c. below. Mutual agreement for renewal or renegotiation is allowable upon conclusion. The agreement shall, at a minimum, include the following elements:
   a. a listing of expectations and terms, to include monitoring and evaluation arrangements, for the assignment.
   b. agreement that the AEE will provide her or his own technology, with internet connection at her or his own expense and an acceptable plan for support the AEE experiences technology failure or access problems.
   c. advance approval of the Vice President for Learning and the Chief Administration Officer.

2. The AEE will be placed on 80 percent compensation,

3. The AEE will be excused from on-campus professional responsibilities but will continue to be required to maintain student accessibility.

K. **Hybrid courses:** The workload category for hybrid classes will be equivalent to that of conventional class equivalent. There are two types of hybrid classes: a) those in which 51 percent or more of the class information is delivered online; everything in this article applies; and b) classes where 50 percent
or less of instruction is delivered online; these classes are not subject to Paragraph H and I of this Article.

AEes can change a class to a hybrid modality by informing the department chair prior to schedule construction and/or following departmental procedures. The department chair will submit the change to the AAd for approval as part of that quarter’s schedule, highlighting the proposed modality change.

In the event a hybrid class is offered it is the AEe’s responsibility to provide the class information, including the on-ground class meeting times, to the department chair. The AAd ensures communication of hybrid modality to the college community. To ensure students are informed in a timely manner, except for extenuating circumstances, communication should occur prior to the start of registration for the quarter in which the class is to be offered.

L. Combining/clustering: Combining/clustering of online and on-ground class offerings into one class is permissible by specific written agreement between AHE and CCS. The workload category will be equivalent to that of the conventional course equivalent. Any reconfiguring of AEe roles among AEes must have permission of all participating AEes, AHE and CCS.

Section 4 - Quality Assurance

eLearning courses are subject to the same policies, procedures and practices ensuring rigor of offerings and quality of instruction as equivalent to on-ground courses. This includes consultation with appropriate departments and proper curriculum review processes. Systems to verify and authenticate online student identity are the responsibility of CCS. Training on those systems will be provided to AEes.

ARTICLE 6 - TRANSFERS AND VACANCIES

Section 1 - Transfers

Any tenured/non-tenured annually contracted academic employee (AEe) may request a transfer from her or his current unit to another unit and/or to another department in her or his unit according to the following procedures.

A. Transfer for those currently in the applicable RIF unit: Upon becoming aware of a tenured vacancy the Human Resources Office will send a direct email with a certificate of receipt of that vacancy to all AEes appearing on the seniority list for that discipline with a courtesy copy to the AHE President. Those interested in transfer must provide written notice of interest to the HR Office by not later than 5 working days following date of notice. This notice of interest will include a current resume.

B. Upon receipt of written notice of interest in transfer, the HR Office will send the AEe’s material to the appointing authority. In conjunction with the department, the appointing authority, or her or his designee, will consider the employee’s materials, interview that employee and then inform her or him and the HR Office either within thirty (30) days or prior to opening the position for recruitment, whichever occurs first, of the transfer determination. (see also Article 19, Section 1)
C. **Transfer for those not meeting the requirements of Section 1, Paragraph A:** The AEe shall send a written request for transfer to the appropriate vice president and the appropriate AAd of the department where the employee would like to transfer, with a copy to the Human Resources Office and the appointing authority of the unit from which transfer is sought. This request for intra- or inter-campus transfer to an open academic position, before or after posting, shall include a statement of qualification and/or updated resume specific to the desired position (see also Article 19, Section 1). The request will remain on file in the Human Resources Office through the end of that academic year.

D. AEes may request a transfer to open tenured positions before and after postings of the vacancy. Departments will consider the request before the screening process begins, provided the request is received prior to the closing/review date. Final appointment to the position will be at the discretion of the appointing authority. The vice president/appointing authority of the campus with the open position shall notify the AEe in writing of the status of her or his request within thirty (30) days after receipt and review of the request. The AHE president will be courtesy copied on this notice.

E. The parties recognize that involuntary transfer of AEes may occur within their areas of qualification.

F. The AHE president shall be notified by the Chancellor of requests for transfer and the status of transfer requests.

**Section 2 - Vacancies (Administrative and Annually Contracted Academic Employee Positions)**

To assure that AEes are given every consideration in filling any vacancies in existing or newly created positions, excluding reassignments that occur at any time within CCS, the following procedures shall be used.

A. When applicants are recruited for vacancies, the position announcement shall be posted throughout CCS and a copy forwarded to the AHE president.

B. The position announcement shall clearly set forth the qualifications for the position and the procedure for applying.

C. Vacancies or new positions shall be filled on the basis of qualifications for the position and with full consideration of the CCS affirmative action program.

D. This section shall not apply to annually contracted positions filled by transfer or reassignment pursuant to Section 1 above.

E. In other instances involving vacant or newly created administrative and/or annually-contracted AEe positions, the provisions of Article 16 or, the applicable administrative screening procedures shall apply.

**ARTICLE 7 - ACADEMIC EMPLOYEE LEAVE POLICY (TYPES OF LEAVE)**

Leave is provided for a variety of purposes. Willful misuse of leave is considered unprofessional behavior and may lead to discipline.
Section 1 - Sick Leave

A. Sick Leave Accrual: Upon initial employment with CCS, as an annually contracted academic employee (AEe), eighty-four (84) hours of sick leave shall be granted commencing the first day on which work is to be performed. For purposes of this article a “day” equals seven (7) hours.

Sick leave shall be accrued after the first three (3) quarters on the basis of seven (7) hours per calendar month in which a contracted day is worked.

The maximum annual accrual of sick leave is eighty-four (84) hours. Overload or moonlight assignments do not accrue additional sick leave for annually contracted AEes, therefore the maximum reported sick leave for a day is seven (7) hours.

Pursuant to applicable statute, each annually contracted AEe’s portion of unused sick leave allowance shall accumulate from year to year without limit.

B. Sick Leave Use: Accrued sick leave shall be allowed on contractual days under the following conditions:

1. When illness, injury, or disability has precluded the AEe from performing her or his duties.

2. When an AEe has been exposed to a contagious disease during such period as attendance on duty would jeopardize the health of fellow employees or the public.

3. For the purpose of medical, dental, or optical appointments, if arranged in advance with the appropriate AAd.

4. For pregnancy or childbirth for a period, inclusive of the date of birth, of up to twelve (12) consecutive calendar weeks.

5. For personal loss, such as the death of a non-qualifying person or other significant event, after consultation with AAd, or to extend bereavement leave beyond the provided twenty-one (21) hours.

6. Because of emergencies caused by serious illness, death, or to assist a person of disability, in the immediate family of the AEe that require the assistance of the employee in circumstances arising from the care of the patient or arrangements for the deceased. The definition of family member covers a wide range of relationships, including spouse; parents; parents-in-law; children; brothers; sisters; grandparents; grandchildren; step parents; step children; foster parents; foster children; in loco parentis relationship; guardianship relationships; domestic partners; and spouses or domestic partners of the aforementioned, as applicable.

7. For the placement of a child with the AEe for adoption or foster care. Up to twelve (12) consecutive calendar weeks, provided the leave both commences and is completed within twelve (12) months of that child’s placement date.
An annually contracted AEe will receive full pay and benefits for each contracted day of sick leave up to her/his accrued number of leave days. All sick leave days taken shall be first charged to the compensable account.

C. Sick leave reporting: All sick leave taken shall be reported to the AAd as soon as possible and daily thereafter, unless a different interval is arranged. When less than a full day of sick leave is taken, it shall be deducted on an hourly basis. When reporting leave of less than seven (7) hours, the AEe is expected to indicate how professional responsibilities were met.

1. The college administration may require a licensed healthcare provider’s statement regarding any illness, injury, or disability leave after the fifth consecutive work day. The statement is sent directly to the HRO’s Medical Records Officer. CCS may request a second opinion of the medical diagnosis at CCS’s expense.

2. For reporting purposes, one day of sick leave equals seven (7) hours, regardless of supplemental contract or hourly assignments.

3. Sick leave taken during summer quarter is prorated using a formula: work load contact hours/week x number of weeks/11 weeks conversion for summer x assigned workload.

4. Unpaid substitute arrangements up to a maximum of one day between AEes negates the need for sick leave use (completing online form), provided all professional responsibilities have been covered and the arrangement is communicated to the AAd. A paid substitute arrangement, including where obtained from industry, will be made after one day unless the class is canceled. It is the responsibility of CCS to budget for paid substitute AEes.

D. Unpaid sick leave:

Sick leave days taken beyond the accrued number of days shall be without pay. Leave without pay shall be deducted from the annual salary at the per diem rate times the number of days without pay. The per diem rate is the annual contract amount divided by the annual contract days.

A maximum of twenty-eight (28) hours of accrued sick leave may be retained in the AEe’s sick leave account to be used at the rate of seven (7) hours per month up to a maximum of four (4) consecutive months in order to remain on paid status during those four (4) months which will provide employee’s paid medical benefits. This benefit is available once per twelve-month year starting with the first contract day of fall quarter.

When the employee lacks sufficient accrued sick leave to remain on paid status for the first twelve (12) weeks after the start of sick leave use, the employee’s medical benefits premium will be paid by CCS for the portion of this period that would otherwise be unpaid. This benefit is available once per twelve-month year starting with the first contract day of fall quarter.

When an annually contracted AEe has exhausted her/his leave account, leave without pay shall be granted up to one hundred eighty (180) calendar days for recovery from illness, injury, or disability. Whenever possible, the AEe shall attempt to return at the beginning of a quarter. Additional leave without pay may be requested under Section 7 - Leaves of Absence Without Pay.
E. Sick leave — compensation for:

1. AEes shall be eligible to receive monetary compensation for accrued sick leave as follows:

   a. In January of each year, and at no other time, an employee whose calendar year-end compensable sick leave balance exceeds four hundred twenty (420) hours may choose to convert compensable sick leave days earned in the previous calendar year minus those used during the year to monetary compensation.

      i. No sick leave days may be converted which would reduce the calendar year-end balance below four hundred twenty (420) hours.

      ii. Monetary compensation for converted hours shall be paid at the rate of 25 percent and shall be based upon the AEe’s current base salary.

      iii. All converted hours will be deducted from the AEe’s compensable sick leave balance.

   b. AEes who leave employment with CCS due to retirement or death shall be compensated for their unused compensable sick leave accumulation at the rate of 25 percent. Compensation shall be based upon the AEe’s base salary at the time of death.

2. An employee who leaves employment with CCS for any reason other than retirement or death shall not be paid for accrued sick leave (see also Article 15, Section 1). Retirement is defined for the purpose of this section by the age and years of service requirements of the Washington State Teachers’ Retirement System or the Public Employees’ Retirement System for members of those plans or, for individuals under TIAA/CREF:

   a. twenty (20) years of service, or

   b. fifty-five (55) years of age and ten (10) years’ service, or

   c. sixty (60) years of age and five (5) years’ service.

F. Shared leave program: AEes may also participate in the shared leave program pursuant to the conditions of state law and CCS policy.

G. Return to work: CCS reserves the right to require the AEe to provide medical evidence that they are qualified to fulfill the essential requirements of her or his regular position with or without a reasonable accommodation.

Section 2 - Bereavement Leave
Consistent with Administrative Procedure 2.40.01-B, General Leave Administration, annually contracted AEes shall be entitled up to twenty-one (21) consecutive contractual hours (equivalent of three (3) days) of paid bereavement leave for the death of a family member. See also Section 1, Paragraph B, 5-6 above.

Section 3 - Personal Leave
Twenty-one (21) hours of personal leave may be taken with pay per year, provided student assignments are given and there is no additional cost to CCS. Personal leave can be taken in hourly increments. When less
than a full day of personal leave is taken, it shall be deducted on an hourly basis. When reporting leave of
less than seven (7) hours, the AEe is expected to indicate how professional responsibilities were met.
AEes are to obtain approval from the AAd prior to taking personal leave except in cases of emergency.
Detailed reasons for personal leave need not be disclosed.
If approved by the AAd in advance, unpaid substitute arrangements negate the need to use personal leave.

Section 4 - Military Training Leave
AEes shall be entitled to leave with pay not to exceed fifteen (15) working days in any one (1) calendar year
for active duty/active training duty in the National Guard, Army, Air Force, Marines, Coast Guard, Naval
Reserve Forces, etc. of the United States for annual field training or otherwise discharging reserve obligations.
Such leave shall be requested in advance and approved upon receipt of a copy of the appropriate military
orders.

Section 5 - Civil Duty Leave
Consistent with Administrative Procedure 2.40.01-B, General Leave Administration, AEes shall receive time
off with pay for required appearances in court or hearings resulting from a call to jury duty or subpoena to
appear to testify where the AEe is not personally involved in the action as the plaintiff, the defendant, or the
object of the investigation. Where the AEe is personally involved, leave without pay may be granted under
Section 7. Leaves of Absence Without Pay of the contract. Verification of service (i.e. copy of summons,
service payment, court clerk written verification) shall be submitted to the Employee Compensation Office.
Employees are allowed to keep any compensation they receive for serving as a member of a jury in addition
to their regular pay.

Section 6 - Academic Employee Development Leave
A. Leave with pay may be allowed at the discretion of the College President or her or his designee, to enable
AEes to make visitations to observe methods, approaches, and techniques for the purposes of
coordinating programs and improving instruction and/or service to students. CCS may pay the expenses
incurred by such visitations to the extent authorized by law and other applicable regulations.

B. AEes may attend at the discretion of the College President or her or his designee state, regional and
national meetings or conferences of their academic disciplines or occupational specialties. CCS may pay
the expenses incurred by such visitations to the full extent authorized by state laws and local regulations
as now existing or hereafter amended.

C. Technology Enhancement. An AEe may apply for a technology enhancement leave, or for an extended
contract, for the purpose of enhancing technological competency. The leave or extended contract
request should meet the majority of the following criteria guidelines:

1. Technology is an essential part of the discipline or program
2. There has been a substantial change in the software and/or hardware used as part of that discipline
or program
Article 7
3. The leave, or proposed extra days, will support both the instructional mission of the college and the individual’s goal for life-long learning.

4. The request is essential to maintaining quality of instruction (the AEe should possess this new standard, certification, knowledge or understanding).

5. There has been a newly established industry standard or certification that is relevant to the program.

To apply, the AEe must make a formal written request to the AAd at the instructional unit. A committee comprised of an appointed AAd, one AEe from each division and an AHE representative will review and consider the request. The committee’s recommendation will be forwarded to the appropriate Vice President for Learning for final evaluation after appropriate funding sources have been identified. Every reasonable attempt will be made to grant recommended requests.

Section 7 - Leaves of Absence Without Pay

A. Leaves of up to one (1) year without pay will be granted AEes by the College President for such purposes as study, travel, teaching in another district, working in a professionally related field, Association or Association related business, maintenance of physical or mental health, recuperation, or childrearing provided:

1. A qualified replacement is available for the time period to be covered by the leave,
2. Such leave will not unduly disrupt the functioning of the department, and
3. The request for leave is submitted at least one (1) quarter in advance.

B. A leave of absence without pay for one (1) year entitles an AEe to any applicable salary increment. Upon return from leave, the AEe shall be placed in the position last held or in a similar position in CCS.

C. Early return from leave of absence may be permitted as long as the return does not unduly disrupt the functioning of classes and the department and with the approval of the College President.

D. Upon request by the AEe, a leave of absence may be renewed for a period up to one (1) additional year, provided the provisions in Paragraph A. above are met.

E. If the request for a leave of absence is denied by the College President the affected AEe may request a review for reconsideration by the Chancellor within twenty (20) calendar days after the denial.

F. An AEe on leave without pay who fails to return a signed contract within fifteen (15) calendar days of receipt is considered to have resigned.

Section 8 - Professional Leave

A. There shall be a program of professional leave which includes:

1. Sabbatical Leave: Tenured AEes having completed at least six (6) or more years of full time employment as an AEe with CCS may be granted sabbatical leave once during any four (4) year
period. Sabbatical leaves are granted to individual AEes for the purposes of promoting opportunities for study, return to industry, and creative activities for the enhancement of the institution’s instructional programs.

2. Retraining Leave: Tenured AEes who, because of program change, reduction, or termination, cannot be effectively assigned may request funds for retraining leaves for up to one (1) year. If approved, such requests shall have priority over other leaves and shall be granted before sabbatical leaves. The AHE shall be involved in all negotiations concerning the terms and conditions of this type of leave.

B. Compensation for professional leave shall be approved by the College President consistent with the following guidelines:

1. The total salary and benefits paid to leave participants plus the amount of salary and benefits paid to replacements of such participants shall not exceed 150 percent of the total amount of money which would have been spent if the participants had not been on leave.

2. The number of AEes to be on leave in any year shall not exceed 4 percent and/or statutory limits of the annually contracted AEes for that year.

3. Compensation for professional leave for AEes shall be:
   i. 90 percent of the AEe’s quarterly salary for a single quarter of leave, or
   ii. 80 percent of the AEe’s quarterly salary reimbursement, or 80 percent of the average of the highest quartile of a rank order of salaries of all annually contracted AEes, whichever is less, for professional leave taken for two or more quarters (see also section E. below).

In the event any compensation for sabbatical activities plus the sabbatical compensation exceeds 100 percent of the individual’s annually contracted salary, the sabbatical compensation may be reduced by the amount of such excess.

C. Requests for professional leave

Professional leave committees or other established committees comprised of AEes (as appointed through Article 8, Section 16) and AAds will be used to accept, review, and make recommendations to the College Presidents regarding professional leave requests.

1. Must be submitted on or before February 15 to the College President and chief administration officer, following the college’s established application procedure. The potential applicant should contact her or his AAd for a copy of the procedure. The president, as appropriate, will issue by not later than February 21 a college wide announcement of all who have applied for professional leave.

2. The final decision of awarding professional leave will be made by the College President. Notification to applicants and AAds will be made by March 15. The applicant’s department chair may provide
information into the evaluation process, but shall not have the responsibility for recommending or denying the request.

3. Upon approval of such leaves, contractual agreements will be executed between CCS and the AEe specifying the length and all conditions of the leave. Failure to meet conditions so specified shall result in all or partial reimbursement of the leave stipend to CCS. The president, as appropriate, will issue a college wide announcement of all who have been approved for professional leave by not later than April 30.

At any time after February 15, but before May 15 of any academic year, a Professional Leave committee may determine with consultation with the College President that there are insufficient acceptable leave applications for the number of leave quarters available or possibly available for the next year. The Professional Leave committee shall create a new application calendar, with all necessary steps, but with abbreviated timelines as necessary and shall distribute this calendar to all tenured AEes and AAds. Distribution of this calendar shall constitute a call for additional leave.

D. Up to three (3) quarters of professional leave may be granted to eligible AEes every four (4) years. Leaves are normally granted for consecutive quarters; however, professional leave may be approved for and taken at the rate of one quarter per year for up to three consecutive years. Such scheduling requests should be reflected on the AEe’s original application for leave. If approved, the committee should take measures to establish funding priority for the remaining quarters during the next leave approval cycles.

E. The applicant’s plans for professional leave and the demonstrated resources and ability to carry them out will be major factors in evaluating requests for professional leave.

F. Recipients of professional leave must agree in writing to return to CCS employment upon completion of the leave for a period equal to the length of the leave granted. If the recipient (barring factors beyond her or his control) does not return to CCS employment at the agreed upon time, the recipient will refund all pay received during the leave period.

G. The recipient of professional leave may request additional leave without pay beyond the professional leave period. Approval for any additional leave period must be obtained at least one (1) quarter prior to scheduled return from the appropriate College President. The College President will stipulate the terms upon which additional leave may be granted.

H. Recipients of professional leave will submit a written report and/or evaluation concerning their professional leave activities to the College President. One (1) copy of this material may be forwarded to each college library for cataloging and circulation.

I. A suitable assignment will be provided to AEes returning from retraining leave, within enrollment and fiscal limitations. In the event a suitable assignment cannot be made, the AEe will not be expected to repay salary paid to her or him during the leave.
Article 7

J. An AEe on professional leave earns full credit toward available medical and retirement benefits and annual increments.

K. An AEe who decides to cancel an approved leave must immediately alert her or his AAd, who in turn shall immediately alert the Human Resources Office, the department, and the president’s office. This notice shall, except for situations of personal emergency beyond the AEe’s control, be made not later than the start of the quarter immediately preceding the leave start date.

Section 9 - Return from Leaves
Except as otherwise provided in this contract, a contracted AEe returning from leave covered by this article will be allowed to return to the same or a comparable contracted position. It is understood the position must be one for which the AEe is qualified. An AEe on leave is considered an active employee.

ARTICLE 8 - ASSOCIATION FOR HIGHER EDUCATION (AHE) RECOGNITION AND RIGHTS

It is generally agreed that the academic employee’s (AEe) central responsibility within the Community Colleges of Spokane is for the quality of educational programs. To accomplish this responsibility it is imperative that AEe participate in academic planning, curriculum and program development and review, and institutional governance. AHE and CCS agree to promote and support this central responsibility.

In the spirit of shared governance, CCS management recognizes the valuable role and contribution of the AHE. The AHE leadership structure includes the AHE President, the AHE Vice Presidents for SCC, SCC-Extension and SFCC, the AHE representatives to the CCS Board of Trustees, the Treasurer, Secretary, Adjunct representative, as well as the AHE Senate and Senator-at-large. In particular, the AHE President’s role is designed to both lead and serve the AEes within our district, and the AHE President is also the primary spokesperson for the CCS AHE. As such, pro-active consultation with the AHE President is vital to effective management/AEe relationships and agreements within our district.

CCS AHE has defined its purpose as follows:

1. to promote high professional standards
2. to work for the welfare of the Community Colleges of Spokane
3. to participate actively in the formulation of CCS and college policies and procedures
4. to promote and protect professional influence in the governance and operation of the colleges to collectively bargain with CCS
5. to collectively bargain with CCS
6. to serve as an advocate on behalf of members of the bargaining unit
7. to promote and protect employee, professional, and managerial rights and responsibilities of AEes
8. to seek the fulfillment of democratic principles and due process
9. to protect majority and minority rights of members
10. to carry out other aims and objectives
Section 1 - Public Information
CCS agrees to furnish the AHE access to all public information in accordance with the Public Records Act. Non-confidential material relating to the Board of Trustees’ agenda will be furnished to the AHE prior to Board meetings. CCS will furnish the AHE the names and addresses of all bargaining unit employees prior to October 30 of each year.

Section 2 - Distribution of Contract
Within thirty (30) days following ratification and signing of this contract, CCS shall print and distribute a copy of this contract to all annually contracted AEes. The style and format of the contract shall be mutually determined by the Board of Trustees and the AHE prior to the district printing of the contract. Thirty (30) additional copies shall be provided to the AHE. All AEes new to CCS shall be provided a copy of the CCS/AHE contract by CCS upon issuance of their individual employment contracts, and the CCS/AHE contract shall be available to all applicants for AEe positions. An original copy shall be prepared by CCS. All other costs for publication of the contract shall be shared equally by the AHE and CCS.

Section 3 - Policies and Procedures
A. The approved meeting minutes of the Board of Trustees and CCS Cabinet shall be sent to the AHE. All CCS policies, procedures, and regulations not covered in this contract shall be sent to the AHE after adoption.

B. All proposed CCS WACs shall be distributed to the AHE when the notice to adopt is distributed.

Section 4 - Official AHE Representative at Board of Trustees’ Meeting
The AHE may have three (3) representatives with released time in addition to the AHE president who attend all public meetings of the Board of Trustees.

Section 5 - AHE Business
Duly authorized representatives of the AHE shall be permitted to transact official AHE business on CCS property, provided it does not disrupt the orderly conduct of educational processes.

Section 6 - Use of Buildings
The AHE and its representatives shall have the right to use CCS’s buildings for meetings. No charge shall be made for the AHE’s use of CCS rooms. The AHE agrees that such use of premises shall not take priority over normal uses nor interfere with the operation of CCS.

Section 7 - Use of Equipment and Secretarial Services
CCS owned or rented office equipment may be used by the AHE for its own purposes in accordance with the equipment rental schedule of CCS to the extent permitted by law. The AHE shall have the right to use other equipment at reasonable times for a nominal charge when such equipment is not in use.

The AHE shall pay for the actual costs of photocopies, long distance telephone calls, mailing costs, supplies, and materials used. The AHE shall reimburse CCS for the actual cost of designated secretarial services used for AHE purposes during working hours. The AHE and the designated secretary(s) shall jointly record the
amount of time spent, and reimbursement shall be made monthly. The AHE agrees that such use of the above shall not take priority over normal uses nor interfere with the operation of CCS.

Section 8 - Posting of Notices

The AHE and its affiliates shall have the right to post notices of its activities and matters of AHE concern on CCS bulletin boards, including e-mail posting boards. The AHE may use AEe mailboxes for communications, including mass distribution within statutory purposes.

Section 9 - Joint Executive Meetings

Members of the AHE Executive Committee and the CCS District Executive Committee shall meet monthly or as reasonably necessary as mutually determined for the purpose of reviewing implementation of this contract and other areas of mutual concern. It is further agreed that nothing in this section shall be construed to obligate either party to modify, limit, restrict, or reduce its rights or prerogatives as outlined elsewhere in this contract.

Section 10 - AHE Leave

AEes may be granted by the College President short-term leaves to attend state and national meetings of the recognized bargaining unit organization or its affiliates if they serve as officers, members of committees or commissions, speakers, or panelists or if they are representatives of their local unit at such meetings at no cost to CCS provided their classes are adequately covered. Arrangements shall be made with the College President at least five (5) days prior to the meetings or as soon as possible if the AEe has had less than one (1) weeks’ notice of the meeting. The request will be submitted through normal administrative channels.

Section 11 - Telephone and Computer

CCS agrees to provide the AHE president with a telephone and computer in her or his office if the office is not already equipped.

Section 12 - Bargaining Unit List

CCS will continue to furnish the AHE with the names, salary schedule placement and/or hourly rate, and RIF lists for each AEe employed by CCS.

Section 13 - AHE Released Time

A. To facilitate the problem-solving process, CCS agrees to provide up to 50 percent released time for the AHE president. The AHE shall have the right to reimburse CCS for additional released time for the president and AHE vice presidents. The additional time, reimbursement amount and scheduling of the released time shall be set annually by mutual agreement of the AHE president and the Chancellor.

The cost of the president’s 50 percent release time provided by CCS will be equally split among the three educational units of the district.

The AHE President shall initiate requests for release. It is the intent of the parties that reimbursement issued by AHE for additional release time will be returned to the impacted college’s salary/benefits budget. The parties encourage those funds be returned to the impacted department.
B. When the president or vice president position is assumed by an AEe in a smaller department attention is
given to non-instructional workload impacts. Two options are suggested:
   1. Consider use of stipends per Article 18, Section 11 for impacted AEes
   2. Where feasible and mutually acceptable, group smaller departments into a “large” department
      for the purpose only of reassigning non-instructional responsibilities (i.e. committee
      assignments, consulting)

C. Up to fifteen (15) additional contract days of released time for annually contracted AEes shall be available
to the AHE for its use. Requests for this released time will be submitted through normal administrative
channels.

D. During the quarter when the entire contract is open for negotiation, the CCS shall provide one-third (1/3)
released time for a maximum of five (5), unless otherwise mutually agreed, negotiators. Negotiators on
released time shall be assigned to minimize disruption of the educational process. For adjunct
negotiators, an assignment equivalent to one-third (1/3) of an adjunct load will be provided.

Section 14 - Agency Shop

A. General Provisions: In accordance with RCW 28B.52 all annually contracted AEes on or after the thirtieth
(30th) day following the beginning of employment shall, as a condition of employment or of continued
employment, become a member of the AHE or pay a representation fee equal to the periodic dues
uniformly required as a condition of acquiring or retaining membership in the AHE to reimburse the AHE
for the expense of representing members of the bargaining unit. Nonmembers shall be neither required
nor allowed to make political (Pulse or NEAPAC) deductions.

B. AHE Membership: Upon filing with CCS the voluntary written authorization of a bargaining unit AEe
under this Article, the AHE shall have the right to have deducted from the salary of the bargaining unit
AEe the periodic dues and initiation fees uniformly required as a condition of acquiring or retaining
membership in the AHE. Such AEe authorization shall be irrevocable for a period of one (1) year. Such
dues and fees shall be deducted from the pay of all AEes who have given authorization for such deduction
and shall be transmitted by CCS to the AHE or to the depository designated by the AHE.

C. Representation Fee: For AEes who do not voluntarily join the AHE, CCS shall enforce this section by
deducting a representation fee from the salaries of bargaining unit AEes and shall transmit such funds to
the AHE or to the depository designated by the AHE.

D. Religious Exemption: Upon appropriate determination, an AEe who asserts a right of non-association
based on bona fide religious tenets or teachings of a church or religious body of which such AEe is a
member shall pay to a non-religious charity or other charitable organization an amount of money
equivalent to the periodic dues and initiation fees uniformly required as a condition of acquiring or
retaining membership in the employee organization. The charity shall be agreed upon by the AEe and
the AHE. The AEe shall furnish written proof that such payments have been made. If the AEe and the
AHE do not reach agreement on such matter, the Public Employees Relation Commission shall designate
the charitable organization.
E. **Hold Harmless:** The AHE agrees to indemnify CCS and hold it harmless against any and all suits, claims, demands, and liability for damages or penalties that shall arise out of or by reason of any complying with the foregoing provisions of this section.

F. **Membership Withdrawal:** Any AEe may terminate her/his membership in the AHE between August 1 and August 31 of each year by notifying CCS and the AHE in writing of this decision.

G. **Scope:** The above is intended to be a full agency shop provision in accordance with RCW 28B.52, and nothing herein shall be construed as a “grandfather” provision.

**Section 15 - AHE Office**

Subject to space available, CCS will provide space for an AHE office. The AHE will reimburse CCS at CCS’s minimum rental rate.

**Section 16 - District and College Committees**

Appointment to elected committees shall be made as defined elsewhere in this contract.

Appointments to college-wide or district committees (on-going responsibility to advise on a specific topic, function or set of functions) or ad hoc task forces (a specific objective and timeframe for accomplishment of that objective) shall be made by the Chancellor and the president, as appropriate. AEes from each of the educational units will be represented where appropriate and names will be submitted in accordance to Section C.

The appropriate AAd will make appointments of AEes from three recommendations for each position provided by the AHE. When three recommendations are not possible, upon mutual agreement fewer recommendations may be submitted. AHE recommendations must be provided within ten (10) working days or the AAd will make the appointment.

For college-wide committees that have an AEe representative from each instructional and/or student service AEe department/division, the AEe representative from each respective department/division shall be appointed by that department/division’s AEes and utilizing the college-determined process for doing so. Rotation of committee membership and processes that make membership opportunities available to all eligible AEes are encouraged. AHE shall be notified of the vacancy but will not otherwise be required to seek nominations.

At the first joint executive committee meeting of the academic year all department/division represented committees that management believes will meet this MOU waiver definition will be communicated and mutually determined as applicable.

This section does not apply to department committees, advisory boards for professional technical programs, or committees within divisions.
Section 17 - Appointments to Administrative Screening Committees

A. When AEes are to be appointed to administrative or professional exempt screening committees the AHE will provide recommendations for each position to the AAd within ten working days of a request. Appointment(s) shall be made from such list, provided additional recommendations may be requested by CCS at its discretion. Every effort will be made to ensure AEe representation from affected departments for any instructional or student service administrative position. The minimum numbers established below for AEe participation is not to imply or infer that increased AEe participation cannot be utilized.

B. Screening committee representation for:

1. AAds with district-wide responsibilities, including the Chancellor and district officer positions, committees shall have no less than three (3) AEes representative of each unit or, if the committee has more than ten (10) members, representation that is appropriately reflective of the district. Membership shall be comprised of tenured AEes selected by the appointing authority from among three (3) volunteers for each committee position as solicited by the AHE President.

2. AAds with college-wide responsibilities, including College Presidents and Vice President positions, committees shall have no less than three (3) AEes or, if the committee has more than ten (10) members, representation that is appropriately reflective of the college. Membership shall be comprised of tenured AEes selected by the appointing authority from among three (3) volunteers for each committee position as solicited by that unit’s AHE Vice President.

3. Administrative positions that have direct supervisory responsibilities for AEes, the committee shall include no less than four (4) AEes or, if the committee has more than ten (10) members, representation that is appropriately reflective of the areas of administrative responsibility. Membership shall be comprised of tenured AEes selected by the appointing authority from among three (3) volunteers for each committee position as solicited by that unit’s AHE Vice President.

C. The CCS shall determine when AEes are needed on screening committees for professional exempt positions. When AEes are to be appointed to such a committee AHE will provide up to three (3) recommendations for each position to the AAd.

D. In the event AEes are not recommended within the ten (10) working day period with the exception of academic calendar breaks or if an AEe fails to serve or attend committee meetings because of the time of year or for any other reason, the screening committee will proceed and the results will be valid.

E. Except as specifically stated in this section, the activities and processes described in and resulting from this section are non-grievable and do not establish a past practice.

Section 18 - Definition of “Working Day” and Requests Occurring During Break Periods

Except where specifically modified elsewhere in this contract, “working day” shall mean a contracted day of the academic calendar. The parties mutually agree that every reasonable effort will be made to avoid
requests in the first or last five (5) days of a quarter. The parties acknowledge, however, unavoidable need for committee and nomination requests will occur during calendar breaks. To accommodate this need, requests and related communication during breaks will occur directly between the appointing authority, or her or his designee, and the respective AHE Vice President or the AHE President. Each shall exchange the required contact information prior to calendar breaks.

ARTICLE 9 – TENURE

Section 1 - Statutory Requirements
A system of tenure shall be maintained in accordance with all applicable statutory requirements as now existing or hereafter modified. CCS has the authority to identify which academic positions shall be tenure track or non-tenure track, following RCW 28B.50.851 and WAC 31-16-400 which state in summary that academic positions funded at least by 51 percent for salary and benefits from special funds as defined by the aforementioned legal references shall be exempted from the tenure process.

Section 2 - Tenure Committee
In administering the provision of Section 1 above, the following conditions shall apply.

A. The College Presidents will establish appropriate tenure review committees to which probationary academic employees (AEe) will be assigned. Each tenure review committee shall be comprised of five (5) persons, as follows:

1. Three (3) tenured AEe representatives from the probationer’s department or a related discipline. It is encouraged, however, that one (1) of the three (3) members be from another discipline that may or may not be related. Appointments will be established pursuant to this section; provided, however, each AEe so appointed shall have at least three (3) years’ community college teaching experience at the time of her/his appointment.

Nominations of AEe appointees shall come from the probationary AEes department and be filed at least ten (10) days prior to an AEe election. Said appointees shall be chosen by majority vote of the tenured AEes acting as a body during an election held within four weeks after the start date of the probationer’s appointment. To the extent possible, the election shall be anonymous and confidential.

2. One (1) AAd appointee designated by the appointing authority within four weeks after the start date of the probationer’s appointment.

3. One full time student chosen by the associated student bodies of Spokane Falls Community College or Spokane Community College, respectively, in such a manner as the associated student bodies shall determine. The chosen student cannot be or have been enrolled in a course taught by the probationer. Such appointment shall be made within four weeks after the start date of the probationer’s appointment, and student members shall only sit on review committees of their particular community college. It shall be the responsibility of the respective student body officers to
see that appointed students carry out their commitment to the committee. It is the tenure
committee chair’s responsibility to meet with the student representative and review the committee
member’s role, responsibility, and expectation of confidentiality. The legitimacy of the committee’s
business shall in no way be jeopardized because of student committee member’s lack of
participation.

B. The five (5) committee members shall have an equal responsibility to participate in the proceedings of
the committee.

C. The committee members will serve for the duration of the probationary period. If an AEe replacement is
necessary a department nomination and AEe vote will occur within four weeks after the start date of first
quarter of the vacancy. If an AAd replacement is necessary, the appointing authority will appoint a
replacement prior to the start of the first quarter of the vacancy. The probationer will be advised and
given opportunity to provide input to the selecting authority.

D. The student shall serve for one (1) academic year and may be reappointed.

E. A Tenure Committee Handbook, jointly drafted and approved by AHE and CCS, may contain supplemental
explanatory information to clarify process and procedure for the committee members or the
probationer; however, nothing in the handbook is to supersede or be construed to modify the terms of
this contract.

Section 3 - Tenure Committee Chair

A. The committee will meet no later than the fifth week after the start date of the probationer’s
appointment and elect a chair from the non-student members of the committee.

B. The chair will call meetings in a timely manner and work with the committee to set an agenda and a
schedule for each quarter’s process.

C. After the first quarter the chair will meet with the probationer to discuss each quarter’s agenda and
schedule by the fourth week of each successive quarter.

D. The chair is responsible for summarizing the committee’s recommendations and submitting the
committee’s documents to the appropriate vice president at the end of each quarter with a copy to the
probationer. The tenure committee can submit only a consensus cover letter, narrative report and
evaluation form, and the summarized student evaluation/comment report. A copy of the above shall be
provided to the probationary AEe and committee members prior to submission.

Section 4 - Tenure Committee Process

A. The tenure review committee shall conduct an evaluation of the assigned probationary AEe and produce
the required evaluation documents once each quarter during the probationary period. Documents will
be submitted to the appropriate vice president quarterly and a copy will be given to the probationary
AEe.
B. The evaluation shall place primary importance on the probationer’s effectiveness in her/his appointment and shall be conducted at least once quarterly. If, in the course of its evaluation report, the tenure review committee states that the probationer is performing unsatisfactorily in whole or in part, the committee will give the probationer written suggestions that will be designed to improve such deficiencies over a designated period of time.

C. Each tenure committee member will have the responsibility to visit the probationer’s classroom a minimum of one (1) time per quarter to gain better knowledge of the AEe’s teaching abilities. The probationer will be contacted in advance of such observations in order to establish a schedule.

D. Each tenure review committee shall use the Probationary AEe Performance Report (see Appendix C-1A) in the course of evaluating the effectiveness of each full time probationer’s effectiveness in her/his appointment. The performance report for use by counselors or librarians is contained in Appendix C-1B/C.

E. The forms to be used by the committee are contained in Appendices C-1A, B, and C.

F. **Student Evaluation (see Appendix B-1):** The introductory statement to be used by an assigned representative responsible to present the questionnaires to the probationer’s class(es) is contained in Appendix B-2. The approved standard instrument which contains questions and spaces for comments shall be used to obtain student input (Appendix B-3A, B, C, D).

G. Any documents contained in the probationer’s official tenure file will be provided to the probationary AEe and the committee.

H. If the probationer disagrees with the tenure review committee’s recommendation, she or he and/or her or his representative shall be given an opportunity to challenge the committee’s recommendations before the College President within fifteen (15) calendar days of receipt per Section 3, Paragraph D above.

I. Consistent with Paragraph H above, any documents submitted by college administration to the probationary AEe’s official tenure review file will be shared with the probationer and her or his committee. If those documents contain a recommendation that conflict with the recommendation of the committee, the AAd(s) authoring the document will provide the committee an opportunity to meet and discuss the recommendation before submittal.

J. The probationary period will not exceed nine (9) consecutive college quarters (except per Paragraph K below), excluding summer quarter and approved leaves of absence. The normal cycle is seven consecutive quarters of evaluation followed by an eighth quarter of Board of Trustee review/action, and a ninth quarter for implementation of that action.
K. Upon formal recommendation of the review committee and with the written consent of the probationary AÆe, the appointing authority may extend its probationary period for one (1), two (2), or three (3) quarters, excluding summer quarter, beyond the maximum probationary period established here. No such extension shall be made, however, unless the review committee’s recommendation is based on its belief that the probationary AÆe needs additional time to complete satisfactorily a professional improvement plan already in progress and the committee’s further belief that the probationary AÆe will complete the plan satisfactorily. At the conclusion of any such extension, the appointing authority may award tenure unless the probationary AÆe has, in the judgment of the committee, failed to complete the professional improvement plan satisfactorily.

L. Notification of non-renewal of a probationary AÆe appointment shall be given no later than one (1) complete quarter, except summer quarter, before the expiration of the probationary AÆe appointment.

Section 5 - Granting Tenure

The AHE agrees that the ultimate authority to grant or deny tenure is vested with CCS’s Board of Trustees. It is further agreed that any and all decisions relating to the awarding or withholding of tenure as well as the non-renewal or renewal of individual contracts of probationary AÆes shall not be subject to the grievance procedure of this contract.

ARTICLE 10 - ACADEMIC EMPLOYEE EVALUATION

Section 1 - Intent

The evaluation procedure is intended to provide a formal arena for dialogue between academic employees (AÆ) and their AÃs within which both can work toward greater understanding of academic disciplines, classroom/worksite challenges, professional objectives and styles, and preparation/delivery methods. It provides AÃs the opportunity to discuss and observe the performance of the AÆ in her or his worksite and to assess whether the AÆ supports the college’s core themes and meets other contractual and professional obligations. It provides AÆs the opportunity to share the classroom/worksite experience with the AÃ and to understand AÃs’ perceptions of their performance. The AÆ evaluations should serve as a process for reaffirming the professional standing of the AÆ. They are NOT intended to be a tool for termination. If concerns do emerge from the process of the AÆ evaluation, AÃs should discuss these concerns with the AÆ and investigate further, in accord with the provisions of the Master Contract. CCS and AHE recognize that the ability of students to progress and mature academically is a combined result of school, home, economic and social environment and that the AÆ alone cannot be held accountable for aspects of the academic achievement of the student in the classroom.

Section 2 - Student Evaluation of Academic Employees

A. The appropriate AÃ is responsible for working in good faith with the AÆ to schedule and conduct student evaluations once during each academic year, on a class of the employee’s choosing. Procedure for conducting student evaluations are in Appendix B-1. Student evaluations of counselors and librarians shall be conducted in a manner appropriate to the worksite situation. The intent is for a given AÆ’s five-year evaluation to include five annual student evaluations, unless one or more has been invalidated, or the AÃ and the AÆ mutually agree to include more.
Section 3 - Evaluation of Adjunct Academic Employees:

See Article 24, Section 9.

Section 4 - Evaluation of Annualized Academic Employees:

A. In the first year as a non-tenure track, annually contracted AEe the following evaluation process will be used:

1. At least one student evaluation per quarter in a course of the employee’s choice
2. An AAd observation in at least two of the three quarters, (a course syllabi for courses taught during the quarter of the AAd’s observation will be provided)
3. A peer observation (peer to be determined by the department), in one of the three quarters
4. An evaluation meeting between the AAd and employee on or before May 31

B. In any subsequent year in which the annualized AEe is renewed, a student evaluation in at least one course of the annualized AEe’s choice will be completed that academic year.

C. Consistent with RCW 28B.50.851(2b), every five (5) years from initial hire, or sooner at the discretion of the AAd, an evaluation of a specially funded annualized AEe will occur and include:

1. A student evaluation in at least one course of the annualized AEe’s choice
2. An AAd observation
3. A course syllabus for courses taught during the quarter of the AAd’s observation will be provided.
4. A peer observation
5. A self-evaluation
6. A professional activities report (PAR) prepared by the annualized employee
7. A formal evaluation conducted by the AAd using the form contained in Appendix C-2
8. Upon completion of a formal evaluation, an evaluation meeting will occur on or before May 31 to discuss performance. Attendees will include the AAd and the annualized AEe.

Section 5 - Evaluation of Tenured Academic Employees

Requirements: Periodic evaluation of tenured AEes is required by the Legislature of the state of Washington (RCW 28B.50). Additionally, the Northwest Commission on Colleges and Universities reviews each institution’s tenured AEe evaluation program to ensure use of multiple indices, which include items generated by AEes and items generated by others.

Schedule: AEes are evaluated during the fifth year following the grant of tenure, and each subsequent fifth year thereafter.

<table>
<thead>
<tr>
<th>Step</th>
<th>Timeline/Action</th>
<th>Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>By November 1:</td>
<td>The AAd will identify the AEes in her or his who will participate in the formal evaluation process during the current academic year. The AAd will then notify these employees, in writing, of their respective responsibilities for documentation, as listed in Tables 2-4 of the Article. If appropriate, the AAd may schedule an informal meeting by February 1st with the AE(e)s, singly or in a group, to ensure mutual understanding of the process and documentation. The AAd will also work with the AE(e)s to schedule formal evaluation meeting(s).</td>
</tr>
<tr>
<td>2</td>
<td>Before Formal Meeting</td>
<td>Prior to the formal meeting, the AAd and AE(e) will take actions and/or prepare required information listed in Tables 2-4 of this Article. These documents will be delivered or exchanged at least one week prior to the formal meeting.</td>
</tr>
<tr>
<td>3</td>
<td>Formal Evaluation Meeting</td>
<td>Formal Evaluation Meeting Prior to May 31, the AAd will conduct the formal evaluation meeting, to discuss the documents listed in Tables 2-4 of the Article.</td>
</tr>
</tbody>
</table>
4. Not later than May 31, or as mutually agreed
Finalize and Submit

The AAd will complete a Performance Appraisal Summary form (Appendix C-2) and will share this with the AEs. It is then forwarded to the Human Resources Office in accord with Article 3, Section 4 of the Master Contract.

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Article 10, Table 2: Items Provided by the Academic Employee

A. The self-evaluation:
A document in a format of the employee’s choice focused on AEe’s performance of professional responsibilities. Possible emphases: teaching techniques (ability to lead students in critical thinking, small group discussion, use of visual aids, and sequencing of material); diagnostic procedures; use of student evaluations; counseling practice; research assistance; etc.

B. Professional Activities Report (PAR) listing activities such as, but not limited to:

1) Service to college and/or department including leadership positions, committee membership, etc.
2) Conferences, workshops, training
3) Professional organization activities
4) Travel, reading, text review, or curriculum development relevant to discipline or assignments
5) Community service
6) Work experience relevant to the discipline or assignments

C. Course Syllabi for courses taught during the quarter of the AAd’s observation.

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Article 10, Table 3: Items Provided by the Appropriate Administrator

A. SUMMARIZED STUDENT EVALUATIONS
AEes are evaluated annually by students, per Art. 10, Sections 2. The process by which these are conducted is delineated in Appendix B-1. During the fifth-year evaluation process, a student evaluation is conducted according to the same rules and process. Student evaluations conducted during this year and the previous four years are considered together during the fifth-year process.

B. ADMINISTRATIVE EVALUATION
of the tenured AEe, carried out according to criteria and forms mutually agreed to by AHE and CCS, will consist of the following two elements:

1. Class/Worksite Observation
The AEe and the AAd will schedule an observation of a class/worksite session for the purposes of discussing, understanding, and observing the AEe’s objectives and performance. Prior to the observation, the AEe will brief the
AAd on any pertinent information relating to the class/worksite session such as what material has been covered, the dynamics of the group, teaching style, innovations, or if the session is typical or atypical. The AAd prepares for the visit through such activities as reading the catalog description of the course, looking at the course outline and syllabus, thumbing through the text or other materials provided by the AEe, and/or reviewing the employee’s job descriptions, where appropriate, for non-instructional AEes. The AAd will meet with the AEe at agreed upon times and will observe the scheduled class/worksite session in its entirety or for at least one hour of a longer class session.

2. AEe Performance Appraisal Summary

The AAd will review the “Academic Employee Performance Appraisal Summary” (Appendix C-2) in preparation for the formal meeting.

Article 10, Table 4: Items Provided by Others

| PEER EVALUATION | The AEe shall invite a peer of the AEe’s choice to observe a class/worksite session and to develop a summary of that observation using a standard model. Peer evaluations of counselors and librarians shall be conducted in a manner appropriate to the worksite situation, using standard forms contractually agreed upon for this purpose. At the AEe’s option, the peer observation may occur during the same class/worksite session observed by the AAd. The peer evaluation will be shared with the AEe and submitted to the AAd. |

Section 6 - Disposition of Documents

All documents relating to or arising from the evaluation process will be kept in files maintained by the AAd pursuant to Article 3, Section 4. Upon completion of the fifth-year evaluation process, the signed original of the Performance Appraisal Summary (Appendix C-2) will be forwarded to the AEe’s personnel file in the Human Resources Office and is then deemed a formal document.

A copy of the most recent Performance Appraisal Summary, as well as copies of the student evaluation summaries for the most recent evaluation period, may be kept as informal documents in the division file until the next fifth-year evaluation is completed, at which time they will be appropriately destroyed.

The AEe evaluation results, as contained in the Performance Appraisal Summary form, shall not be grievable.
ARTICLE 11 - REMEDIATION

Section 1 - Purpose of Remediation Process
Remediation is a response to a documented pattern of unsatisfactory performance where that performance may be corrected through intervention, training or some other form of assistance. Remediation is not appropriate for improper behavior, unprofessional conduct or other disciplinary causes listed in Article 12 – Progressive Discipline.

Section 2 - Right to Due Process
No academic employee (AEe) shall be remediated without reasonable justification. Reasonable justification for remediation exists where 1) the AEe had notice of the rules or standards to be followed and the consequences of non-compliance, 2) the AEe engaged in conduct inconsistent with or in violation of those rules or standards, 3) there was procedural regularity in the investigation of the misconduct and 4) that CCS applied remediation in a reasonable and even-handed manner. In the event that informal remediation meetings fail to resolve the problem, a remediation plan shall be reduced to writing, as specified herein, and made available to the AEe. An AEe shall have the right to have AHE representation of her/his choice present at any meeting wherein the employee believes she or he may suffer adverse action or otherwise be denied rights available under this contract. This section shall not be applicable with respect to matters handled in accordance with Articles 9 (Tenure) and 13 (Reduction in Force).

Section 3 - Remediation Process for Unsatisfactory Performance
A. A documented pattern of unsatisfactory performance may be used to initiate a remediation plan. Causes leading to the remediation process may include, but are not limited to:

1. A pattern of complaints regarding clinical site work
2. Recurring program accreditation evaluation complaints that are within the AEe’s control
3. A pattern of excessive student withdrawals
4. A pattern of excessive absenteeism or reoccurring failure to meet classes regularly
5. A failure to fulfill professional responsibilities, per Article 4, Section 4
6. A pattern of student complaints

B. Informal Remediation: The AEe and AAd shall meet informally to attempt to resolve anyremediable performance problems. The AEe will be advised in advance that this meeting has the potential for remedial action, and will be notified of her or his rights to AHE representation at this and subsequent meetings regarding the performance issues raised. The AHE shall also be made aware of the meeting, in advance, by the AAd. The meeting shall be conducted in a private and confidential manner. A record of this meeting may be placed in the divisional personnel file in accordance with Article 3, Section 4, and written notice given to the AEe.

C. Formal Remediation Plan: If the informal process does not resolve the remediable performance problem:
1. The AAd will give notification of unsatisfactory performance in writing to the AEe. The written notice will state the specific performance issues to be remediated and communicate the need to meet for purposes of developing an improvement plan.

A confidential meeting will be scheduled at a mutually convenient time. Those attending the meeting will be the AEe and the AAd, AHE representation and the Chief Administration Officer. In addition, the AEe and AAd may have an additional representative at the meeting. The Chief Administration Officer will moderate and prepare a written summary following the meeting for signature by the AEe and the AAd.

2. The first agenda item of the meeting will be to examine the basis of the unsatisfactory performance and to verify that this is an appropriate matter for the remediation process. Participants, if appropriate, will then:
   1) define the issues,
   2) allow explanation by the AEe,
   3) define the consequences of continued unsatisfactory performance, and
   4) develop a plan for improvement.

A date will be set for issuance of a first draft written improvement plan. The AAd will be charged with drafting the plan. A copy will be sent to all participants of the meeting.

A second meeting will be scheduled after issuing the draft plan. The meeting will be attended by those named in Paragraph C, 1 of this Section. The Chief Administration Officer will moderate the meeting and will produce a record for signature by both parties. The purpose of this meeting will be to:

a. discuss and/or modify the plan so that it is mutually satisfactory; complies with the contract and other applicable rules, regulations, policies and procedures; and can be completed in a reasonable time;

b. set timelines for each element of the plan;

c. establish appropriate support, which may include, but is not limited to:
   1) mentoring by other AEes,
   2) coaching by appropriate third party,
   3) counseling,
   4) referral for professional assistance,
   5) additional training in the skill area(s) needing improvement.

d. discuss and establish timelines and procedures for review and feedback on plan progress, to include whether the obligations of both parties are being met;

e. discuss consequences of non-compliance with the plan; and
f. discuss the importance of compliance with on-going performance expectations.

3. All parties will sign the plan acknowledging that they understand and agree to the terms.

4. Any changes to the plan shall be mutually agreed upon and reduced to writing and signed by both parties. The document will be attached as an addendum to the original improvement plan.

5. When the AEe’s overall performance improves to satisfactory or better, the remediation process shall be discontinued and the discontinued remediation/improvement plan shall be returned to the AEe. The AAd shall develop a memo to the appropriate Vice President updating the status of the plan and reporting discontinuation, as appropriate. All discontinued plan material will be maintained confidentially.

6. In the event that performance continues to be unsatisfactory following completion of a remediation plan, an additional meeting may be scheduled at the request of the AEe to determine if it is appropriate to extend and/or modify the plan.

7. The AAd will refer any failed improvement plan to the appropriate vice president who will take one of the following actions:
   a. Recommend continuation of the remediation process for a specific number of additional quarters
      and/or
   b. The creation of a new plan, or
   c. Recommend to the College President that progressive discipline be initiated.

ARTICLE 12 - PROGRESSIVE DISCIPLINE

Section 1 - Purpose of Progressive Discipline Process
Progressive discipline is a response to documented improper behavior, unprofessional conduct, or other causes for action. It is not appropriate for patterns of unsatisfactory performance that may be corrected through the process outlined in Article 11 (Remediation).

Section 2 - Right to Due Process
No academic employee (AEe) shall be reprimanded or disciplined without just cause. In the event that informal meetings fail to resolve the problem, any charges that are made shall be reduced to writing, as specified herein, and made available to the AEe. An AEe shall have the right to have AHE representation of her or his choice present at any meeting wherein the employee believes she or he may be reprimanded, disciplined, suffer adverse action or otherwise be denied rights available under this contract. This section shall not be applicable with respect to matters handled in accordance with Articles 9 (Tenure) and 13 (Reduction in Force).

Section 3 - Just Cause
Just cause may exist where it can be established that:
1) Notice: the District gave the employee forewarning or foreknowledge of the possible or probable consequences of the employee’s disciplinary conduct.

2) Reasonable Rule or Order: the District’s rules or managerial orders are reasonably related to (a) the orderly, efficient, and safe operation of the District’s business, and (b) the performance that the District might properly expect of the AEe.

3) Investigation: the District, before administering the discipline, made an effort to discover whether the AEe did in fact violate or disobey a rule or order of management.

4) Fair Investigation: the District’s investigation was conducted fairly and objectively.

5) Proof: the investigator obtained substantial evidence or proof that the AEe was guilty as charged.

6) Equal Treatment: the District has applied its rules, orders and penalties even-handedly and without discrimination to all AEes.

7) Penalty: the degree of discipline administered by the District in a particular case reasonably related to (a) the seriousness of the AEe’s proven offense, and (b) the record of the AEe in her or his service with the District.

A “no” answer to one or more of the above questions may mean that just cause either was not satisfied or at least was seriously weakened in that some arbitrary, capricious, or discriminatory element is present. The parties acknowledge that certain offenses are so serious in nature as to not warrant exhaustive application of these tests.

Section 4 - Informal Meetings

The AEe and appropriate AAd shall meet informally to attempt to resolve any behavior/conduct problems. The AEe will be advised, in advance and in writing, that this meeting has the potential for disciplinary action, and will be notified of their rights to AHE representation at this and subsequent meetings regarding the issues raised. The AHE shall also be made aware of the meeting, in advance and in writing, by the AAd. The meeting shall be conducted in a private and confidential manner and does not result in a written action or official personnel record.

Section 5 - Progressive Disciplinary Action

A. Progressive disciplinary actions normally include the following steps (note: except as outlined in Section 5, Paragraph C, an informal meeting is held first to attempt to resolve the issue (see Section 4 above):

1. Verbal warning, (a record serving as notice of this warning may be placed in the divisional personnel file in accordance with Article 3, Section 4, and written notice given to the AEe. The record will not be used as the basis of a progressive disciplinary action proposed after one year from the record’s date and should be removed).

2. Written reprimand

3. Suspension with pay

4. Suspension without pay

5. Dismissal (refer to Section 6 — Dismissal)

B. Documented unprofessional behavior/conduct may be cause to initiate progressive disciplinary action against the AEe. Possible causes of action may include, but are not limited to:
1. Improper or unprofessional behavior/conduct
2. Refusal to participate in good faith in the remediation process
3. Criminal conduct, gross misconduct, or malfeasance
4. Willful violation of lawful directives or established Board policy/Administrative procedures, refusal to comply with communicated or established safety and/or security rules, standards or measures

C. Disciplinary action will be progressive in nature and appropriate given the cause of action. The District may advance the disciplinary action to a more appropriate level for instances involving criminal conduct, gross misconduct or malfeasance.

D. Prior to taking any action more severe than a verbal warning or written reprimand, the appropriate vice president will issue a “Notice of Proposed Disciplinary Action” to the AEe, and copied to the AHE. The notice will list the cause(s) of action, the proposed disciplinary action, and outline the facts upon which the proposed action is based. The notice will also stipulate a meeting date/time at which the employee, with the assistance of representation, may provide evidence and argument against the proposed action. Following the meeting the vice president will, if still appropriate, issue a “Notice of Disciplinary Action” to the AEe, copied to the AHE.

E. Appeal to Mutually Agreed Appeal Officer: For suspensions with or without pay, the employee may appeal the disciplinary action to an appeal officer by submitting an appeal request to the College President. The decision of the appeal officer is advisory upon the appointing authority, who shall have the final decision.

The appeal officer may be any individual selected by mutual agreement of the AAd and the employee. A prepared list comprised of AHE/CCS trained individuals who expressed interest in serving as an appeal officer will be provided to facilitate this process. Neither party is required to select from this prepared list, however. The officer shall be identified within ten (10) calendars days of the appeal request. Should the parties be unable to identify a mutually agreeable appeal officer, the appeal will be referred to the Chief Administration Officer, who will appoint an appeal officer.

The appeal officer will hold a meeting within ten (10) calendar days of selection. In arriving at a decision, the appeal officer may consider any prior disciplinary action including any relevant letters of reprimand. The appeal officer shall make an official recommendation to the College President affirming, modifying or revoking the action proposed. A copy of the written decision of the appeal officer shall be transmitted to the AEe, the AHE and the College President. A final decision from the appeal officer shall be rendered no later than thirty (30) calendar days following the appeal hearing.

The hearing shall be informal and held in closed session. The AEe shall have the right to be represented and to present evidentiary facts. The cost of the hearing, if any, shall be shared equally by both the employee and the college.

Section 6 - Dismissal of Annually Contracted Academic Employees
A tenured AEe, or an annualized AEe during the term of her or his employment contract, shall not be dismissed except for sufficient cause. Corrective action appropriate to the specific facts of the case prior to
dismissal will be utilized in an attempt to resolve the matter without instituting the formal dismissal procedures. Furthermore, an AEe who holds a probationary appointment shall not be dismissed prior to the written terms of the appointment except for sufficient cause.

A. Informal Meeting: Before any official action is taken relating to a dismissal for sufficient cause, the AEe will be given (1) written notice of the sufficient cause(s), (2) an explanation of the evidence supporting the determination of sufficient cause(s), and (3) an opportunity to rebut or refute such determination by either written documentation or in person with the College President. Any meeting requested by the AEe shall take place no later than ten (10) calendar days from the date of the written notice in 1. of this Paragraph. The AEe shall have the right to AHE representation at this meeting.

B. Formal Procedure Relating to Dismissal: After it is determined that formal adjudicative proceedings for dismissal should be initiated, the Chancellor shall specify the grounds constituting sufficient cause for dismissal, serve written notice of the cause(s) to the affected AEe and to the AHE, and provide copies to the dismissal review committee. The notice shall include:

1. A statement of the time, place, and nature of the proceeding (the proceeding must be held on not less than ten [10] days’ written notice);
2. A statement of the legal authority and jurisdiction under which the proceeding is to be held;
3. A reference to the allegations of sufficient cause;
4. The effective date of separation from service; and
5. A short and plain statement of the matters asserted.

The affected AEe shall have ten (10) days from the date of the notice of dismissal to make a written request for a proceeding. If the affected AEe does not request such a proceeding from the Chancellor within seven (7) days, the Chancellor will request a written determination from the employee as to whether she or he wishes to avail himself of the right to a proceeding. If the AEe fails to respond within the ten (10) days provided herein, this failure to request a proceeding shall constitute acceptance of dismissal and waiver of any right to a proceeding. The decision of an AEe not to request a proceeding shall be communicated to the Board of Trustees. Furthermore, a timely written request for a proceeding within the above ten (10) day period is deemed jurisdictional.

C. Procedural Rights of Affected Academic Employees: An affected AEe who has requested an adjudicative proceeding shall be entitled to one (1) formal, contested case proceeding pursuant to the Administrative Procedure Act, RCW 34.05, and shall have the following procedural rights:

1. The right to confront and cross-examine adverse witnesses
2. The right to be free from compulsion to divulge information which she or he could not be compelled to divulge in a court of law
3. The right to be heard in her or his own defense and to present witnesses, testimony, and evidence on all issues involved
4. The right to the assistance of the presiding officer in securing the witnesses and evidence pursuant to RCW 34.05
5. The right to counsel of her or his choosing who may appear and act on her or his behalf at the proceeding

6. The right to have witnesses sworn and testify under oath

D. Dismissal Review Committee: The committee shall be composed of two (2) AAds, each from a different college/unit, appointed by the Chancellor, and three (3) AEes. The AEes will be selected by AHE and result in three (3) committee members, one from each institution, and three (3) alternates, one each per institution. The AEe committee members will be chosen by October 15 of each year. In no case shall a member of the committee sit in judgment of her or his own case or the case of her or his spouse or family member. The immediate AAd of the AEe(s) under review shall not be a member of the review committee. The committee shall elect its own chairperson.

E. Duties and Responsibilities of the Dismissal Review Committee: The general duty of the dismissal review committee shall be to submit recommendations regarding proposed action. Failure of any review committee to make written recommendations regarding dismissal within the prescribed time set forth shall be deemed a recommendation, neither for nor against dismissal and the appointing authority may proceed with the dismissal or continue the appointment of the AEe based upon this type of recommendation from the committee. Specific responsibilities of the committee shall be:

1. To review the case of the proposed dismissal;
2. To attend the proceeding and, at the discretion of the presiding officer, to call and/or examine any witnesses;
3. To hear testimony from all interested parties, including but not limited to other AEes and students, and to review any evidence offered by same;
4. To arrive at its recommendation in conference on the basis of the proceeding as soon as reasonably practicable, but in no event longer than thirty (30) days after the conclusion of the formal proceeding;

The chair will have the added responsibility to:

1. write recommendations of the committee which will be sent to the presiding officer, the Chancellor, the affected AEe, and the Board of Trustees
2. facilitate the committee deliberations and proceedings
3. schedule hearing dates and committee deliberation meetings

F. Presiding Officer Appointment and Duties: The appointment of a presiding officer shall be done in the following manner:

1. Upon receipt of a request for an adjudicative proceeding from an affected AEe, the Chancellor shall notify the Board of Trustees and request that the Board appoint an impartial presiding officer who shall be an attorney in good standing with the Bar of the State of Washington and who shall not be, with the exception of administrative law judges, an employee of the state of Washington or any of its political subdivisions or a member of the Board of Trustees of any community college in the state of Washington, or as provided by RCW 34.05.425.
2. It shall be the role of the impartial presiding officer to conduct the proceeding in accordance with RCW 34.05. The duties of the presiding officer include:

a. Administering oaths and affirmations, examining witnesses, and receiving evidence (No person shall be compelled to divulge information which she or he could not be compelled to divulge in a court of law.);

b. Issuing subpoenas;

c. Taking or causing depositions to be taken pursuant to rules promulgated by the institution;

d. Regulating the course of the proceeding;

e. Holding conferences for the settlement or simplification of the issues by consent of the parties;

f. Disposing of procedural requests or similar matters;

2. Making all rulings regarding the evidentiary issues presented during the course of the review committee proceedings;

h. Appointing a court reporter, who shall operate at the direction of the presiding officer and shall record all testimony, receive all documents and other evidence introduced during the course of the proceeding, and record any other matters related to the proceeding as directed by the presiding officer;

i. Allowing the review committee to hear testimony from all interested parties, including but not limited to AEes and students, and reviewing any evidence offered by same;

j. Preparing her or his proposed findings of fact, conclusions of law, and a recommended decision as soon as reasonably practicable, but in no event longer than thirty (30) days after the conclusion of the formal proceeding;

k. Reviewing and consulting with the chair regarding written recommendation to the Chancellor, the review committee, the affected AEe, and the Board of Trustees;

l. Being responsible for preparing and assembling a record for review by the Board of Trustees which shall include:

   i. Tall pleadings, motions, and rulings; all evidence received or considered;
   ii. A statement of any matters officially noticed;
   iii. All questions and offers of proof, objections, and rulings thereon; her or his proposed findings, conclusions of law, and a recommended decision; and
   iv. A copy of the recommendations of the review committee;
m. Deciding with advice from the review committee whether the proceeding shall be open to the educational community or whether particular persons should be permitted or be excluded from attendance;

n. Assuring that a transcription of the proceeding is made, if necessary, and that a copy of the record or any part thereof is transcribed and furnished to any party of the proceeding upon request and payment of costs; and

o. Taking any other action authorized by rule consistent with RCW 34.05.

G. Final Decision by the Board of Trustees: The case shall be reviewed by the Board of Trustees as follows:

1. The case review shall be based upon the record of the proceeding below and on any record made before the Board of Trustees.

2. The Board of Trustees may permit an opportunity for oral or written argument or both by the parties or their representatives.

3. The Board of Trustees may hold such other proceedings as it deems advisable.

4. The final decision to dismiss or not to dismiss shall rest, based on both the facts and the recommended decision, with the Board of Trustees after giving reasonable consideration to the recommendations of the review committee and the presiding officer.

5. The review committee’s recommendations and the findings, conclusions, and recommended decision of the presiding officer shall be advisory only and in no respect binding in fact or law upon the decision maker, the Board of Trustees.

6. The Board of Trustees shall, within a reasonable time following the conclusion of its review, notify the charged AEe in writing of its final decision and the effective date of dismissal if appropriate.

H. Appealing the Board of Trustees’ Decisions: Pursuant to RCW 34.05 as now existing or hereafter amended, any party shall have the right to appeal the final decision of the Board of Trustees within thirty (30) days after service of the final decision. The filing of an appeal shall not stay enforcement of the decision of the Board.

Upon the written mutual agreement of the AEe (after consultation with the AHE) and CCS, which includes a waiver by both parties of their statutory rights, binding arbitration may be utilized.

I. Effective Date of Dismissal: The effective date of a dismissal for sufficient cause shall be such date subsequent to notification of the Board’s final written decision as determined by the discretion of the Board of Trustees (e.g., immediately, end of any academic quarter, expiration of the individual employment contract, etc.).
J. **Suspension:** Suspension by the College President during the administrative proceedings (prior to the final decision of the Board of Trustees) is justified if immediate harm to the affected A&E or others is threatened by her or his continuance. Any such suspension shall be with pay.

K. **Publicity:** Except for such simple announcements as may be required covering the time of the proceeding and similar matters, no public statements about the case shall be made by the A&E, the dismissal review committee, administrative officers, or the Board of Trustees until all administrative proceedings and appeals have been completed.

**ARTICLE 13 - REDUCTION IN FORCE**

Annual Departmental and Program Indicators: In an effort to continually monitor and communicate department/program status, a routine exchange of data will be made available annually by October 15 to academic employee (A&E) and CCS. Three years of trend information will be provided, where available, for each indicator. Indicators will include:

1) Enrollment, quarterly and annually
2) Course/program capacity
3) Student-to- A&E ratio
4) Full-time, part-time and “moonlight” instructional ratios
5) Occupational “demand/decline” list (SAWDC generated)
6) Inability to hire qualified AEs per recent recruitment “FMQ/DNQ” rates
7) Other unique department/program data mutually agreed upon by AEs and the appropriate AAd may be included

Either department/program AEs or the AAd may initiate a discussion based on these indicators. Changes to a department/program require a meeting between AEs and the AAd before implementation.

**Section 1 - Dismissal for Reduction in Force**

The appointing authority shall be deemed to have the authority to terminate the employment contract of any tenured or probationary A&E because of reduction in force. Sufficient cause for reduction in force shall include but not be limited to any of the following:

A. Lack of adequate funding;
B. Elimination and/or reduction of programs, courses, or services;
C. Decreases in enrollment in a college or program; or
D. A Washington State Board for Community and Technical Colleges declaration of financial emergency pursuant to RCW 28B.50.873.

Nothing herein shall be construed to affect the decision and right of the appointing authority not to renew a probationary A&E appointment without cause pursuant to RCW 28B.50.857.
Section 2 - Pre RIF Notification

A. When the college administration determines that a reduction-in-force may be necessary because a program may need to be modified, reduced, or terminated, written notification shall be issued to the appropriate AHE representatives and a data determination meeting, per Paragraph B, will be scheduled.

B. Within ten (10) working days of the written notice, the parties will meet and determine relevant program data to be gathered in preparation for a potential RIF meeting, per Paragraph C. All parties will thereafter gather and share information determined necessary to effectively evaluate the viability of the program to participating AHE representatives and college AAds. Relevant data may include, but not be limited to:

1) Program caps and basis for the cap
2) Student job placement or other positive outcome (e.g. continuing education, promotion, etc.)
3) Certification/license pass rates
4) Program accreditation standards, status or changes
5) Community and industry needs in the region(s) served
6) Graduate pay and earning potential, where applicable
7) Equipment expenses
8) Facilities expenses, if applicable
9) Relation of program to other program offerings, e.g. coring
10) Parallel public education offerings in the vicinity
11) Program revenue generation and/or cost savings
12) Industry certification/recognition status
13) Advisory committee involvement and input

C. Within ten (10) days of distributing the relevant program data, the AHE representatives and the college AAds will meet to discuss details of the potential RIF and to review alternatives, if appropriate. The results of this process will be summarized and forwarded to the Chancellor.

Section 3 - Seniority Units

Seniority units are established by CCS. CCS reserves the right to add seniority units in accordance with program additions or by mutual agreement with the AHE. Deletions or combinations of seniority units will be done with mutual agreement with the AHE. The most recently established seniority units are listed in Appendix D.

A. Assignments to Seniority Units: Assignments to seniority units shall be published by November 1 of each year. Disputes regarding such seniority unit assignments shall be resolved through initiation of a grievance at step two of Article 20, Section 1 and expedited arbitration if required.

B. Assignments to a Second Seniority Unit: To be assigned to a second seniority unit, AEes must meet the minimum qualifications listed on a recent job announcement, until replaced by a job description, posted for a position within that seniority unit, as well as the following criteria and credential requirements:
1. the AEE has taught, or can teach as a result of training, a majority of courses representative of the 
second seniority unit that have been offered within the past three (3) years and, in addition, also 
qualifies under one of the following two criteria:
   a. the AEE has a master’s degree preparation in the discipline or equivalent, or 
   b. the AEE has a minimum of four (4) years’ recent work experience in the field of the seniority 
      unit.

2. “Representative” courses, as used in Section 3, Paragraph B, 1 above shall mean a range of courses 
taught in that subject area in the past three years. The respective Vice President for Learning’s 
office will generate an up-to-date listing of the range of courses taught.

C. Applications for second seniority unit shall be filed with the AAd, using the application form included in 
Appendix D-1. The AAd of the unit applied to will indicate whether, in her or his opinion, the application 
meets the criteria in Section 3, Paragraph B, 1 above. The application is then forwarded to the Vice 
President of Learning, will schedule it for consideration by the District Education Committee (DEC). For 
the purpose of reviewing applications, DEC will be joined by three AHE appointed AEE members, one of 
which is an AHE officer.

D. Approved second seniority units become effective on the date of application for those AEs who apply 
after July 1, 2004.

E. Maintenance of Second Seniority Unit: To continue to accrue seniority in the approved second unit, 
AEEs must meet one of the following criteria:

1. Taught courses in that second seniority unit, or 
2. Gained experience in the relevant field or obtained/maintained a relevant professional license/certification.

Failure to maintain the second seniority unit causes seniority in that unit to be frozen at the current 
seniority level. The Human Resources Office will provide notice to the AEE of her or his second unit 
maintenance status at least once every 2 years. If there has been no maintenance activity in the previous 
six years, the Human Resources Office will freeze seniority accrual in that second unit.

To restart seniority accrual in the second unit, the AEE must meet the criteria in Paragraph E, 1 or 2 of 
this Section. Seniority accrual will then begin at the start of the academic year following the date of 
certification by the Human Resources Office. There is no retroactive accrual for time lost between the 
freeze date and accrual restart date.

F. Administrators Currently Assigned to Seniority Units: AAds who are currently assigned to seniority units 
shall retain such assignment as it existed September 1, 1981, but shall only be given seniority for those 
years of teaching within CCS. AAds selected from the AEE ranks will remain in a seniority unit but shall 
accrue no additional seniority. New AAds hired from outside of CCS after September 1, 1981, shall not 
be placed in an AEE seniority unit.
Section 4 - Order of Reduction in Force (RIF)

A. If the number of full time annually contracted AEes is to be reduced, the Chancellor, with such advice as she or he deems necessary, shall determine what programs, courses, or services are most necessary. CCS reserves the right to establish the number of full time and part time AEes to be employed. In making decision on reductions, the Chancellor will consider factors including but not limited to:

1. Budget limitations, lack of funds, change in instructional or service programs or courses, or lack of students participating in particular programs, courses, or services;
2. The enrollment, the trends in enrollment, and their effect upon the department or program;
3. The present and anticipated service needs of the colleges and their students and prospective students, including staffing needs;
4. Information concerning academic and administrative vacancies occurring through retirement, resignation, and professional and other leave;
5. Changes in educational policies and goals; or
6. Other similar relevant considerations.

B. Prior to the implementation of RIF of any AEE within CCS, the following actions will first be taken.

1. Normal AEE resignations within the affected seniority unit will not be replaced.
2. Voluntary AEE retirements within the affected seniority unit will not be replaced.
3. Normal and regular AEE leaves within the affected seniority unit will not be replaced for the duration of the time that such leave is applicable.
4. Any other position vacated by resignation, retirement, or leave of absence or any position already vacant shall first be filled by an affected AEE from CCS who is qualified to perform and fulfill the requirements of the vacated position. If this cannot be accomplished, CCS will be free to fill the vacant position through the current screening procedure.

C. Within each affected seniority unit, the Chancellor shall observe the following order of RIF.

1. First order of RIF includes adjunct AEes that have assignments within the affected seniority unit (excluding continuing education, non-credit, and self-support).
   This order of RIF may be waived in the event that the district allocation of state operating funds, including operating fees, as determined by the SBCTC, is reduced from the prior year 4 percent or more. Special funding for rents, utilities, salary and benefits increases, and carry-forward allocations are excluded. This waiver shall cease in the event that 5 percent of full-time positions are riffed in any academic year (calculated district wide for AEes funded through state funds).
2. Second order of RIF includes probationary AEes within the affected seniority unit in order of least seniority.
3. Third order of RIF includes tenured AEes in order of least seniority within the affected seniority unit. Tenured AEes who are RIFed into her or his second seniority unit must restart her or his three (3) evaluation cycle.

D. If a reduction is determined to be necessary within a seniority unit, the order of reduction will be based upon seniority. Seniority shall mean the most recent continuous full-time service as an AEe of CCS beginning with its inception in 1967. In the event two (2) or more AEes have the same hire-in date, the Chancellor will decide which of the following methods will be used to determine seniority: (1) the employee with the greatest amount of previous employment within CCS or (2) the employee who has earned the greatest number of PIUs. If two (2) AEes have the same number of PIUs, seniority will be determined by flipping a coin. AEes involved will be notified of the time and place of such coin flipping.

E. Retraining Leave — Tenured AEes who, because of program change, reduction, or termination, cannot be effectively assigned may request funds for retraining leaves for up to one (1) year. If approved, such requests shall have priority over other leaves and shall be granted before sabbatical leaves. The AHE shall be involved in all negotiations concerning the terms and conditions of this type of leave.

Section 5 - RIF Procedure

A. Determination and Notice: In the event the Chancellor determines a reduction in force to be potentially necessary, she or he shall notify the AHE regarding the extent of such reduction, the conclusions reached pursuant to Section 4, Paragraph A, the actions taken pursuant to Section 4, Paragraph B, and shall review any alternatives the AHE may present.

B. Method of Determination and Informal Meetings:

1. When the Chancellor determines that a reduction in force is necessary pursuant to Section 1, Paragraphs A, B, and C, and has selected the affected AEes to be reduced, the initial step shall be for the Chancellor to meet with each affected employee in a personal conference, which shall be an informal meeting for the purposes of RCW 34.05, to discuss the proposed reduction in force. The matter may be resolved at this time by the use of alternatives such as reassignment, leave of absence, retirement, resignation, etc. The AHE shall be notified in writing at least three (3) working days prior to all meetings held with affected AEes.

2. When the Board of Trustees determines that a reduction in force is necessary pursuant to Section 1, Paragraph D, the Chancellor shall select the affected AEes to be reduced and meet with each affected employee in a personal conference, which shall be an informal meeting for the purposes of RCW 34.05, to discuss the proposed reduction in force. The matter may be resolved at this time by the use of alternatives such as reassignment, leave of absence, retirement, resignation, etc. The AHE shall be notified in writing at least three (3) working days prior to all meetings held with affected AEes. The written notice of reduction in force and separation from employment pursuant to Section 1, Paragraph D will clearly indicate that separation is not due to job performance of the employee and hence is without prejudice to such employee and will state that the basis for the reduction in force is a financial emergency.
C. Notification of RIF: The Chancellor shall notify the affected employee(s) of her or his decision within ten (10) days of the informal meeting described in Paragraph B, 1 and 2 above.

D. Employee Alternatives: Upon notification of a pending dismissal due to RIF, the affected employee(s) has two (2) alternatives:

1. The affected AEe(s) shall have the right to a formal proceeding pursuant to RCW 34.05. A written request for such a proceeding must be made within twenty (20) calendar days from the date of the notice of intent to dismiss. If the affected AEe does not request such a proceeding from the Chancellor within seven (7) days, the Chancellor will request a written determination from the employee as to whether she or he wishes to avail himself of the right to a proceeding.

2. In the event the AEe does not exercise rights to a formal proceeding, she or he shall be granted ninety-five (95) contracted days’ pay for twenty (20) or more years of service, seventy-five (75) contracted days’ pay for ten to nineteen (10–19) years of service, or fifty-five (55) contracted days’ pay for one to nine (1–9) years of service in lieu thereof.

E. Formal Proceeding:

1. Procedural Rights of Affected Academic Employees: If the affected AE chooses the alternative cited in Paragraph D, 1. above, she or he shall be entitled to one (1) formal, contested case proceeding pursuant to the Administrative Procedure Act, RCW 34.05, before a RIF review committee and shall have the following procedural rights:

   a. The right to confront and cross examine adverse witnesses;
   b. The right to be free from compulsion to divulge information which she or he could not be compelled to divulge in a court of law;
   c. The right to be heard in her or his own defense and to present witnesses, testimony, and evidence on all issues involved;
   d. The right to the assistance of the presiding officer in securing the witnesses and evidence pursuant to RCW 34.05;
   e. The right to counsel of her or his choosing who may appear and act on her or his behalf at the proceedings;
   f. The right to have witnesses sworn and testify under oath; and
   g. Arguments in the formal proceeding shall be limited to data and reasons for the selection of the employee(s) facing dismissal due to RIF.

2. RIF Review Committee Composition: A separate RIF review committee for the express purpose of reviewing RIF cases will be created and composed in the following manner. The committee shall be composed of three (3) AAds appointed by the Chancellor and six (6) AEes. The AEes will be selected by AHE and result in six (6) committee members, three of whom serve as alternates. SFCC, SCC and SCC-Extension will each be represented among the AE members, both regular and alternates. District AEes (e.g. librarians) may be included as part of the unit to which they are primarily assigned. The committee members will be chosen by October 15 of each year. In no case shall a member of
the committee sit in judgment of her or his own case or the case of her or his spouse/partner or family member. The immediate AAd of the AEe(s) under review shall not be a member of the review committee. The committee shall elect its own chairman. If any member of the RIF review committee convened for the purposes of the formal proceeding is potentially affected by the recommendation to be submitted, an alternate member shall be immediately elected.

3. RIF Review Committee Duties: The general duty of the RIF review committee shall be to submit recommendations regarding proposed action. Failure of any review committee to make written recommendations regarding dismissal for RIF within the prescribed time set forth shall be deemed a recommendation, neither for nor against RIF, and the appointing authority may proceed with the RIF or continue the appointment of the AEe based upon this type of recommendation from the committee. Specific responsibilities of the committee shall be:

a. To review the case of the proposed RIF;

b. To attend the proceeding and, at the discretion of the presiding officer, to call and/or examine any witnesses;

c. To hear testimony from all interested parties, including but not limited to other AEes and students, and review any evidence offered by same;

d. To arrive at its recommendation in conference on the basis of the proceeding as soon as reasonably practicable, but in no event longer than thirty (30) days after the conclusion of the formal proceeding, except that in cases under Article 13, Section 1, Paragraph D, the written recommendation must occur within seven (7) days after the conclusion of the formal proceeding; and

e. To write recommendations of the committee which will be sent to the presiding officer, the Chancellor, the affected AEe(s), and the Board of Trustees.

4. Presiding Officer: The presiding officer shall be appointed in the following manner. Upon receipt of a request for a proceeding from an affected AEe, the Chancellor shall notify the Board of Trustees and request that the Board appoint an impartial presiding officer who shall be an attorney in good standing with the Bar of the State of Washington and who shall not be, with the exception of administrative law judges, an employee of the state of Washington or any of its political subdivisions or be a member of the Board of Trustees of any community college in the state of Washington; or as provided by RCW 34.05.425. In cases arising under Section 1, Paragraph D, the affected AEe(s) may choose the appointment of a presiding officer as provided for in RCW 28B.50.873.

5. Role of the Presiding Officer: It shall be the role of the impartial presiding officer to conduct the proceeding in accordance with RCW 34.05. The duties of the presiding officer include:

a. Administering oaths and affirmations, examining witnesses, and receiving evidence (No person shall be compelled to divulge information which she or he could not be compelled to divulge in a court of law.;)
b. Issuing subpoenas;

c. Taking or causing depositions to be taken pursuant to rules promulgated by the institution;

d. Regulating the course of the proceeding;

e. Holding conferences for the settlement or simplification of the issues by consent of the parties;

f. Disposing of procedural requests or similar matters;

g. Making all rulings regarding the evidentiary issues presented during the course of the review committee proceedings;

h. Appointing a court reporter, who shall operate at the direction of the presiding officer and shall record all testimony, receive all documents and other evidence introduced during the course of the proceeding, and record any other matters related to the proceeding as directed by the presiding officer;

i. Allowing the review committee to hear testimony from all interested parties, including but not limited to AEe members and students, and review any evidence offered by same;

j. Preparing her or his proposed findings of fact, conclusions of law, and a recommended decision as soon as reasonably practicable, but in no event longer than thirty (30) days after the conclusion of the formal proceeding or within ten (10) days in the case of a reduction in force for reasons set forth in Article 13, Section 1, Paragraph D;

k. Sending a recommendation to the Chancellor, the review committee, the affected AEe, and the Board of Trustees;

l. Being responsible for preparing and assembling a record for review by the Board of Trustees which shall include:
   i. all pleadings, motions, and rulings;
   ii. all evidence received or considered;
   iii. a statement of any matters officially noticed;
   iv. all questions and offers of proof, objections, and rulings thereon;
   v. his proposed findings, conclusions of law, and a recommended decision; and
   vi. a copy of the recommendations of the review committee.

m. Deciding with advice from the review committee whether the proceeding shall be open to the educational community or whether particular persons should be permitted or be excluded from attendance;
n. Assuring that a transcription of the proceeding is made, if necessary, and that a copy of the record or any part thereof is transcribed and furnished to any part of the proceeding upon request and payment of costs;

o. Taking any other action authorized by rule consistent with this chapter; and

p. In addition, for cases arising under Article 13, Section 1, Paragraph D, following the conditions, procedures, and rights as stated in RCW 28B.50.873.

F. **Review by Board of Trustees:** The case shall be reviewed by the Board of Trustees as follows:

1. The case review shall be based upon the record of the proceeding below and on any record made before the Board of Trustees.

2. The Board of Trustees may permit an opportunity for oral or written argument or both by the parties or their representatives.

3. The Board of Trustees may hold such other proceedings as it deems advisable.

4. The final decision to dismiss or not to dismiss shall rest, based on both the facts and the recommended decision, with the Board of Trustees after giving reasonable consideration to the recommendations of the review committee and the presiding officer. The review committee’s recommendations and the findings, conclusions, and recommended decision of the presiding officer shall be advisory only and in no respect binding in fact or law upon the decision maker, the Board of Trustees. The Board of Trustees shall, within a reasonable time following the conclusion of its review, notify the affected AEe member(s) in writing of its final decision and the effective date of dismissal if appropriate.

G. **Right to Appeal:** Pursuant to RCW 34.05 as now existing or hereafter amended, any party shall have the right to appeal the final decision of the Board of Trustees within thirty (30) days after service of the final decision. The filing of an appeal shall not stay enforcement of the decision of the Board. Upon the written mutual agreement of the AEe (after consultation with the AHE) and CCS, which includes a waiver by both parties to their statutory rights, binding arbitration may be utilized as an alternative to the appeal process specified in Section 5, Paragraph E of this Article.

H. **Date of Dismissal:** The effective date of a dismissal for RIF shall be such date subsequent to notification of the Board’s final written decision as determined by the discretion of the Board of Trustees (e.g. immediately, end of any academic quarter, expiration of the individual employment contract, etc.).

I. **Publicity:** Except for such simple announcements as may be required covering the time of the proceeding and similar matters, no public statements about the case shall be made by the AEe, the RIF review committee, the presiding officer, or the Board of Trustees until all administrative proceedings and appeals have been completed.
Section 6 - Recall

A. Right to Recall: Annually contracted AEes who have been dismissed as a result of this article shall have the right to be recalled. Recall shall be in reverse order of RIF by seniority unit to a full time position, either a newly created position or a vacancy, provided the AEe is qualified to perform the needed duties of such a position and meets the minimum qualifications. The period of recall shall extend to September 1, three (3) years after the effective date of RIF. Employees on recall status will be mailed copies of position announcements for vacant administrative and annually contracted AEe positions.

B. Factors Considered in Recall: Any AEe’s past education, training, degrees obtained, and related instructional and occupational experience shall be factors considered for determining qualifications in filling positions. It is the responsibility of the AEe on RIF to furnish the CCS Chief Administration Officer the address to which notices are to be sent and other pertinent information.

C. Benefits Upon Recall: Annually contracted AEes upon recall shall retain all previously accrued benefits, such as unused sick leave. No CCS benefits shall accrue or be granted to an individual while on layoff. Benefits may be transferred and/or self-paid to the extent permitted by law.

D. Chancellor Letter: In the event of a RIF, the Chancellor shall write a letter, if requested by the AEe, to other employers stating:
   1. the reasons necessitating the RIF and
   2. the qualifications of the individual and other pertinent information which may assist in securing a position.

E. Right of First Refusal: An AEe on recall shall have the right of first refusal to any part-time assignments in her or his RIF unit(s); provided, failure to accept such assignment shall not alter recall rights to full-time vacancies otherwise established; and further provided nothing herein shall require the Employer to consolidate part-time positions into a full-time position. In the instances where a full-time AEe is on recall status the number of part-time assignments, if any, made in the applicable reduction-in-force unit shall not be increased over the number in existence at the time of reduction-in-force by more than the equivalent of one-half (½) of a full-time load.

Section 7 - Program/Unit Elimination

If the appointing authority determines it necessary to eliminate an academic program/unit, and that elimination will not result in the RIF of any tenured or probationary AEe, the program may be eliminated. Notice of program elimination will be given to AEes who have second unit seniority in that program area and to AHE.
ARTICLE 14 - DEPARTMENT CHAIR and PROGRAM LEAD INSTRUCTOR

Section 1 - Selection
Selection procedures shall be in accordance with Appendix F. Newly elected department chairs who are serving for the first time will attend an orientation program during the spring quarter of election, jointly presented by the parties to this agreement and focused on common chair duties and responsibilities. The Joint Executive Committee will review content prior to presentation.

Section 2 - Duties/Responsibilities
The department chair shall assist in providing quality education to students by representing all the academic employees (AEe) in the department and assisting the CCS as per this section and consistent with the duties and responsibilities outlined below. The functions of the department chair are advisory in nature and nothing in this article shall confer or imply administrative authority to such employees. Performance of these duties is not restricted to the academic year and the department chair has wide discretion to determine when duties will be performed, subject to the needs of the department, direction of the appropriate AAd, and/or standard college process timelines.

A. The department chair shall coordinate the activities of the department and assist in integrating the work of the department with that of the rest of the college so that the department contributes significantly to the total educational program of the college. These may include, but is not limited to, the following responsibilities:

1. Scheduling: coordinate the schedules submitted by the department members and develop a proposed schedule for the department; review the proposed schedule with department members and with the AAd; submit final schedule to the AAd for review and approval; assist in coordinating class schedules with other departments for support classes; inform the department of any revisions to the schedule prior to publication; upon request of the AAd, alert the AAd, by not later than ten (10) working days prior to the end of the preceding quarter, of any academic member who is proposed for assignment at 150 percent normal load or greater. For department chairs, notice will be provided at more than 133 percent load. This alert in no way amends rights outlined in Article 4, Section 5 nor implies a defacto 150 percent maximum assignment limit.

2. Budget/Planning: Coordinate budget/planning information and input from department members as part of the on-going departmental budget development and planning processes; disseminate information provided by the AAd. Upon request, provide information/recommendations about budgetary matters. Recommend to the responsible budget authority on matters requiring that authority’s approval. Department chairs should have access to departmental budget information.

3. Adjunct Academic Employees: as part of the scheduling process, coordinate the employment of adjunct and hourly AEes; facilitate the evaluation of adjunct and hourly AEes per Article 24, Section 9. Will coordinate with and advise the responsible AAd regarding adjunct/part-time hourly employment actions (i.e. hiring, supervising, firing, approving leave and evaluating).
4. **Equipment:** assist the AAd in establishing and maintaining a department equipment replacement schedule.

5. **Meetings:** call and conduct a minimum of two (2) departmental meetings per quarter; communicate the dates in advance to the AAd and department members; attend meetings as scheduled by the AAd; and request additional meetings as the need arises.

6. **Textbooks:** Coordinate with the AAd, per Article 3, Section 1 the ordering of textbooks used for unassigned sections of courses taught within the department.

7. **Educational Integrity:** facilitates departmental efforts to appraise and maintain instructional integrity, such as ongoing evaluation of the department’s offerings and remain informed of programs within the department; stay familiar, where appropriate, with advisory committee issues through either meeting attendance, committee minutes review or other means; facilitate departmental AEes in establishing and maintaining realistic educational standards; maintain course content guides for courses offered in the department; become involved in curriculum evaluation and revision; monitor pre-requisites to ensure proper placement and consider related student appeals.

8. **Student Issues:** Serve as the next step in appeal (after the student has met with the AEe) for resolving concerns between students and AEes; where appropriate, refer the student to the AEe to discuss instructional complaints/issus; refer concerns to the AAd when, in the chair’s best judgment, it is appropriate to do so (see Article 3, Section 24, Paragraph A; advise students regarding the appropriate venue/process for complaints involving harassment, discrimination and/or similar complaints (per HR requirements).

9. **Program Coordination:** consider and evaluate off-campus credit for transfer courses which parallel courses within their departments, course substitution, coordinate articulation agreements, and communicate chair-to-chair between campuses;

10. **Information Dissemination:** promptly disseminate information, including AEe development opportunities, received from CCS to all members of the department.

11. **Department Representation:** serve as a point of contact for CCS on department-related issues, develop, write and submit information regarding department-related issues including affiliated stipends, rewards and awards, position allocation, impacts of granted sabbaticals, outcomes funding and related matters.

B. Substantive changes or additional responsibilities assigned to department chairs (beyond those in Section 2, Paragraph A) that apply district-wide will be brought to joint executive committee for discussion regarding compensation/assignment. When substantive changes or additional responsibilities occur in a specific department that are not applicable across the district, the AAd and department chair will meet
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to discuss per Section 3 below. When no agreement can be reached regarding duties and stipends, such
cases will be referred to the joint executive committee.

Section 3 - Stipend

Department chairpersons will be paid an annual stipend according to the department chair stipend schedule.
Assignments beyond those reasonably related to the duties/responsibilities outlined in Section 2, including
department coordination duties required by new initiatives or projects, may be compensated separately
under Article 18, Section 11 or Article 24, Section 6, Paragraph B.

A. The base pay is $1750 annually. In addition to this base, department chairs will receive $475 for each
full-time equivalent faculty (FTEF) member assigned to her or his department. The FTEF count will include
the following:

1. Each full-time AEE within the department (except the department chair herself or himself),
2. Each adjunct AEE within the department,
3. Full-time AEEs (including the department chair) teaching courses within the department on
supplemental contracts, and
4. If not already accounted for in the above, AEEs teaching courses that may be offered by an outside
entity (such as WAOL) with which CCS has an agreement;
5. One FTEF equivalent will be included into the calculation for two (2) or more State required Program
Advisory Committees within the department.

The department chair stipend is compensation for additional responsibilities and duties that exceed
those identified as professional responsibilities in Article 4, Section 4 and all time necessary to perform
the department chair activities listed above in Section 2, Paragraph A. Department Chair stipends are
capped at a maximum of $13,000 for departments 25 and under FTEF and at $16,000 for departments
over 25 FTEF.

With mutual agreement of the AAd and department chair, the stipend may be used to purchase up to
one-third release time at 50 percent of the adjunct replacement cost. Department chairs may purchase
additional release time at the full cost of adjunct replacement. All reassigned time for department chairs,
if authorized, will be pursuant to Article 4.

Department FTEF, calculated in fall quarter and comprised of an average of the preceding winter, spring
and current fall quarters, the department chair will receive release on the following schedule:

FTEF greater than/equal to 19.5 = 44.44 percent release from annual contact hours responsibilities.
FTEF between 13.5 and 19.4 = 33.33 percent release from annual contact hours responsibilities.
FTEF between 10.5 and 13.4 = 11.11 percent release from annual contact hours responsibilities.

A department chair is an AEE and must meet her or his professional responsibilities as listed in Article 4,
Section 4 and the chair responsibilities described in Article 14, Section 2. Supplemental contracts shall
be considered consistent with the terms of Section 2, Paragraph A, 1 above and Article 4, Section 5,
Paragraph C and D. Department needs must be met first when assigning supplemental contracts.
For purposes of determining the department stipend, the average annual full-time equivalent faculty in
the department shall be based on the actual average full-time equivalent annually contracted, excluding
the department chair, and adjunct and hourly AEes in the department with state-supported assignments
(including eLearning education as defined in Article 5). These criteria apply to the current regular
academic quarter as of the tenth (10th) day of the quarter. Such calculations shall be based on adjunct
AEes not otherwise annually contracted. The department chair stipend will be paid with the regular semi-
monthly payroll.

Section 4 - Meeting with Administrators During the Academic Year
Department chairs shall meet quarterly with the appropriate vice president. A calendar shall be developed
at the beginning of the school year which will provide the dates of these quarterly meetings. Meetings with
the AAd and the department chairs of each division will be held monthly. Meetings between the department
chair(s) and CCS AAd(s) may be requested by either department chair(s) or an AAd(s) as the need arises. Every
effort will be made by the AAd(s) to promptly disseminate pertinent information to department chairs.

Section 5 - Department Size
Departments may not be divided nor combined without prior review and discussion with the AEes in the
department(s) affected.

Section 6 - Assigning Academic Employees to a Department
Excluding those teaching in continuing education, non-credit, and self-supporting programs, all AEes shall be
affiliated with an appropriate department. Such implementation shall be referred to the joint executive
meetings.

Section 7 - Evaluation
An evaluation of each department chair will be conducted by the department members, including eligible
adjunct AEes, and the AAd a minimum of once every two years. In a new department chair’s first term, an
evaluation will be conducted once each year. The Department Chair Evaluation form is found in Appendix F-1. Comments, if any, will be placed in summary format and shall not disclose the commenter. When
evaluations indicate a performance issue, the AAd and chair will meet to develop an appropriate remediation
plan.

Section 8 - Removal
A department chair may be removed from office subject to standards established in Article 3, Section 10.

Section 9 - Program Lead Instructor
A program lead AEe may be assigned when there is a program that meets the following criteria:
   1) An AAS degree or certificate granting program, and
   2) A state required advisory committee, and
   3) Specific budget that must be managed by an academic member of the program, and
4) When there is documented evidence of work described in Article 14, Section 2 that is required of a program AEe that regularly and substantially exceeds the 35 hour workweek generally expected of AEes per Article 4, Section 4.

The AAd, considering the recommendations of that program’s AEes, may select a program lead AEe and assign a subset of those duties outlined in Article 14, Section 2. Compensation will be a quarterly stipend of $300. The program lead AEe stipend may be divided among any number of AEes in the program with the approval of the AAd. The department chair serves as her or his program’s lead and is not compensated separately for that responsibility. Program and/or clinical directors cannot also be compensated as program leads.

**ARTICLE 15 - RETIREMENT**

**Section 1 - Retirement, Sick Leave and VEBA CTC Plan**

A. Eligible retiring employees are entitled to monetary compensation equal to 25 percent of their compensable sick leave balance paid at the academic employee’s (AEe) base salary rate at the time of retirement. The monetary compensation is transferred to a VEBA CTC Health Reimbursement trust account, tax free, and can be used to pay qualified out-of-pocket medical/dental premiums and other qualifying expenses.

AEes eligible for compensation for unused sick leave at retirement are required to participate in the VEBA CTC plan unless the plan is terminated by a vote of the AEe group (see Paragraph C below). As a condition of participation in the plan, AEes must sign an enrollment form which includes a “hold harmless” agreement prior to leaving employment or forfeit all rights for any compensation for unused compensable sick leave.

Compensation for unused sick leave shall not be used in computing the retirement allowance; therefore no contributions are to be made to the retirement system for such payments, nor shall such payments be reported as compensation.

B. Contributions to an employee VEBA CTC Health Reimbursement trust account are made by CCS in exchange for an amount equal to 1 percent (or as amended consistent with Paragraph C below) of the AEe’s base salary. Such contributions shall be made on behalf of all group employees and shall be characterized as employer contributions. Individual contribution choices are prohibited. The contributions remain in effect unless modified in accord with Paragraph C below. Eligible AEe groups include annually contracted AEes and adjunct AEes. To be eligible for contributions an employee must have earned salary. To withdraw contributions an employee must be eligible for employer paid insurance benefits. Contributions are considered reportable compensation for retirement reporting purposes.

C. Subject to CCS Administrative Procedure 2.20.02 – F, the VEBA plan remains in effect indefinitely until 10 percent or more of the voting group petitions for a vote to withdraw or change the plan. CCS will notify employees annually of the right to vote on available options. If 10 percent or more of the voting group
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member’s petition for a new vote, CCS will distribute a ballot that includes all available plan options to all members of the employee group. Contribution criteria for the new plan will be based on a simple majority of the returned ballots. The new plan will take effect on January 1 of the ensuing year. CCS retains the right to discontinue the program or call for a new vote.

Section 2 - Early Notification of Retirement

Early notification of an AEe’s decision to retire or otherwise terminate her or his employment with CCS is desirable so that ample time is available for selection of a replacement and/or planning for a smooth transition.

To encourage early notification, AEes are encouraged to complete the early notification agreement which contains these elements:

A. For agreements signed by both parties prior to or on November 1 for retirement to occur on or after the end of the current academic year, the following applies:
   1. The current academic year will be the final 175 day contracted year of employment as a tenured AEe.
   2. The agreement is irrevocable except in cases of unexpected financial emergency.
   3. A one-time incentive payment of $6,000 will be made with the last paycheck.
   4. The payment does not contribute to any retirement plan.

B. For agreements signed by both parties after November 1 but prior to February 1 for retirement to occur on or after the end of the current academic year, the following applies:
   1. The current academic year will be the final 175 day contracted year of employment as a tenured AEe.
   2. The agreement is irrevocable except in cases of unexpected financial emergency.
   3. A one-time incentive payment of $3,000 will be made with the last paycheck.
   4. The payment does not contribute to any retirement plan.

Section 3 - Employment as Adjunct Academic Employee Post-Retirement

Following retirement as an annually contracted AEe, the retiree may serve as an adjunct AEe. The earliest possible adjunct start date must be one day after the official retirement date.

ARTICLE 16 - EMPLOYMENT SCREENING AND SELECTION PROCEDURES

Section 1 - Academic Employee Screening Committee

A. Screening and selection procedures for annually contracted academic employee (AEe) positions will be conducted according to this article and the CCS affirmative action policy.

B. For each open annually contracted AEe position, a screening committee will be formed, to include:
   1. An AAd,
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2. Three (3) AEes chosen by the department in which the new AEe will serve or a related area as identified by the department. When possible:
   a. A majority will be from the department in which the new AEe will serve.
   b. Committee membership will be diversified.

3. A member-at-large (from within or outside CCS) recommended by the AEes of the committee and the AAd.

At least one committee member will be a content expert in the vacancy’s discipline or in a related discipline identified by the department.

Retired, retiring or separating AEes shall not serve on a screening committee without the express prior approval of the appointing authority.

The appointing authority shall approve the appointments. A stipend (per Section 2 of this article) may be provided.

C. The AAd shall chair the committee and be responsible for calling meetings, coordinating schedules and assignments, and preparing the committee’s recommendations.

D. The committee will be advised by the affirmative action officer and/or a Human Resources Office representative about comprehensive, professional screening procedures and processes. These resource persons may attend any meeting of the committee.

E. The HR Office will maintain most recent job announcements by position, and provide templates representative of these announcements to search committees. Sample announcements will indicate which elements are mandatory and which are within the purview of the committee to adapt or modify. The committee will review and adapt the sample announcement to include preferred qualifications or externally required qualifications (or both) that best meet the department’s needs. Adaptations and modifications must be consistent with the Master Contract, chapter 131-16 WAC, and CCS affirmative action policy. The draft announcement will be reviewed and approved by the appointing authority and HR. Before forwarding the draft announcement to HR, the appointing authority will inform the committee of any changes, with reasonable time for the committee to respond, or the committee’s version will be used. HR will inform the committee of any subsequent changes to the forwarded announcement prior to posting.

F. The committee will assist with developing recruitment strategies, advising on the scope of posting, screening applicant files, checking references, interviewing candidates, and preparing the committee’s recommendations. The committee is charged with recommending three (3) finalists, in alphabetical order with strengths and weaknesses clearly delineated for each finalist, who in the consensus opinion of the committee can perform the functions of the position. If the committee is unable to recommend three finalists the chair may request consideration from the appointing authority to waive this requirement.
G. The appointing authority shall inform the committee of offers of employment or other proposed action relative to the open position.

Section 2 - Schedule for Screening and Selection
A. The screening committee shall adopt a schedule to comply with time frames established by the chair.
B. In the event the screening committee work is not completed by the last contractual day of spring quarter, the AEE members will receive a stipend of $300 for completion of the screening process.

ARTICLE 17 - INSURANCE BENEFITS AND PAYROLL DEDUCTIONS

Section 1 – Benefits
A. Annually contracted and other eligible academic employees (AEe) shall participate in one of the following retirement plans:
   1. TIAA/CREF,
   2. Washington State Teachers Retirement System (WSTRS), or

Effective July 1, 2011, new AEes with no prior WSTRS or Washington Public Employees Retirement System (WPERS) service will be offered the option to either participate in WSTRS 3 or the TIAA-CREF retirement plan. Those AEes who have previously established membership in WSTRS can opt to continue that membership or participate in TIAA-CREF. Those with membership in WPERS will be offered the option to participate in WSTRS 3 or TIAA-CREF. Those who fail to make a choice within 30 days will be defaulted into TIAA-CREF.

B. Employer paid insurance benefits are available to annually-contracted and other eligible AEes in accordance with applicable Health Care Authority.

C. CCS agrees to keep AEes informed of insurance benefits that are available to them.

Section 2 - AHE Membership Dues Deductions
A. The AHE shall have the exclusive and guaranteed right of automatic payroll deductions of membership dues for AEes. The AHE shall provide an automatic payroll authorization form to each AEe. Once an AEe has signed the automatic payroll authorization, dues deductions or representation fees shall be continuous thereafter. The AHE shall submit the automatic payroll authorization to the CCS Human Resources Office for payroll processing. A table of pro-rated annual dues shall be supplied to the CCS Human Resources and Payroll offices by the AHE to determine monthly dues deductions.

B. The AHE agrees to indemnify CCS and hold it harmless against any and all suits, claims, demands, and liability for damages or penalties that shall arise out of or by reason of any action that shall be taken by CCS for the purpose of complying with the foregoing provision of this Section, provided such action has been authorized by the AEe and such authorization has not been rescinded.
Section 3 - Other Payroll Deductions

Upon appropriate written authorization from the AEe, CCS shall deduct from the salary of the employee those items for which CCS is authorized to make deductions, such as but not limited to optional life insurance, long term disability insurance, medical insurance, tax sheltered annuities, credit union or bank deductions, Combined Fund Drive deductions, and U. S. Savings Bonds deductions, provided CCS has the capability to handle the requested deduction without additional expense to CCS, and provided further, such deductions are consistent with applicable state regulations.

ARTICLE 18 - SALARY SCHEDULES

Section 1 - Annually Contracted Salary Schedule (175 days) — Annual Rate

<table>
<thead>
<tr>
<th>Step</th>
<th>Fall ‘15 Annual Salary</th>
<th>Step</th>
<th>Fall ‘15 Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$44,730</td>
<td>9</td>
<td>$57,419</td>
</tr>
<tr>
<td>2</td>
<td>$46,067</td>
<td>10</td>
<td>$59,421</td>
</tr>
<tr>
<td>3</td>
<td>$47,403</td>
<td>11</td>
<td>$61,424</td>
</tr>
<tr>
<td>4</td>
<td>$48,739</td>
<td>12</td>
<td>$63,426</td>
</tr>
<tr>
<td>5</td>
<td>$50,075</td>
<td>13</td>
<td>$65,429</td>
</tr>
<tr>
<td>6</td>
<td>$51,412</td>
<td>14</td>
<td>$67,431</td>
</tr>
<tr>
<td>7</td>
<td>$53,414</td>
<td>15</td>
<td>$69,433</td>
</tr>
<tr>
<td>8</td>
<td>$55,417</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTES TO ANNUALLY CONTRACTED SALARY SCHEDULE: Advancement

1) Fall 1997 increments are granted prior to any other movement according to Article 18 (Salary Schedules) and Article 19 (Salary Schedule Placement and Movement) of the current Master Contract as amended.

2) AEes starting prior to Fall 1997 will advance from step 4 to step 7 with one (1) increment, thereby skipping steps 5 and 6.

3) All step advancements shall be consistent with Washington state law in accordance with Articles 21 (Savings), 22 (Scope) and 25 (Corrections) of this agreement.

Section 2 - Summer School Pay Rate

A. Annually contracted AEes with state-supported assignments for the summer quarter will be paid at 25 percent of their current step, up to the maximum identified by the following schedule, for a full load. All work less than a full load will be paid at a pro-rata fraction of the full load on a normal quarterly basis.

1. Summer ‘15 and thereafter = 25 percent of current step, up to maximum of Step 9

B. Part-time academic assignments including overloads will be paid from the adjunct AEe salary schedule or the appropriate hourly salary schedule.
C. During summer quarter, any programs offered as “for credit/self-support” will be allocated to the workload category appropriate to that program as listed in Appendix H of the Master Contract and all other relevant sections of the Master Contract, will apply to these assignments.

Section 3 - Adjunct and Hourly Salary Schedules:
(See Article 24)

Section 4 - Stipends for Department Chairs:
(See Article 14)

Section 5 - Stipends for Advisors of Student Clubs and Organizations
A. The stipend for advisors of student clubs and organizations is as follows and, beginning with the fiscal year approved by college’s ASB fee process, shall be adjusted annually based upon the agreement of the parties per Article 26, Section 2.

<table>
<thead>
<tr>
<th>Category</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of approved activities</td>
<td>1-2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8-up</td>
</tr>
<tr>
<td>Normal Stipend Effective Fall ‘15</td>
<td>$160.50</td>
<td>$321.00</td>
<td>$481.50</td>
<td>$642.00</td>
<td>$802.50</td>
<td>$963.00</td>
<td>$1,123.50</td>
</tr>
<tr>
<td>Effective on date of ASB approval, an annual base stipend of $300, plus...</td>
<td>$200</td>
<td>$400</td>
<td>$600</td>
<td>$800</td>
<td>$1,000</td>
<td>$1,200</td>
<td>$1,400</td>
</tr>
</tbody>
</table>

B. Stipend Calculation

1. Annual base stipend is provided in compensation for basic, non-activity club functions (e.g., organizing, recruiting, maintaining ASG status)

2. An activity may accumulate up to a maximum of two (2) special factors, assuming qualifications are met. The special factors will be chosen from the following list:
   1) College-approved competition,
   2) Service to the college or community, and
   3) Advisor service after the first year.
   Each special factor has a stipend per the above.

3. A longevity stipend of $160.50 (Fall ’15, $200 effective date of ASB approval) shall be granted at the end of the academic year in which earned for each three years of advising the same specific club.

C. The following general guidelines and definitions apply.

1. The club advisor stipend is for time spent with students outside the workload defined in Article 4.
2. Individuals receiving stipends for activity advising shall meet periodically with the Vice President of Student Services or her or his designee.

3. An activity is an approved special event which allows for college-wide or district-wide participation.

4. A special factor must be approved by the College President or her or his designee.

5. The director of student activities will approve the schedule of activities for the appropriate category of remuneration.

6. Category placement is determined in the spring for the current year and is determined by a club’s current year’s activities and its planned activity calendar for the remainder of the year.

7. The director of student activities shall evaluate the advisor’s club and organization activities at the end of each school year and send the results to the Human Resources Office. The applicable stipend amount will be determined and shall be paid at the end of the academic year.

D. Advisor positions are voluntary and are not considered part of the AEe’s assigned professional responsibilities as defined in Article 4, Section 4.

E. The appropriate AAd, as defined in the CCS Governance Model for Services and Activities Fees, is responsible for the selection of advisors to student clubs and organizations. On or before October 1 of each academic year, the AAd will identify advisor vacancies. Advisor positions are offered first to interested AEes. Notice of known vacancies will be provided to the appropriate AHE vice president who will be responsible for seeking and submitting a list of interested AEes to the AAd within ten (10) working days of the request. If no list is provided within ten (10) working days, the offer will be extended to non-AEes. If the offer is given to a non-AEe, it shall be treated as a vacancy the ensuing year and reoffered first to AEes.

1. Mid-year vacancies – In the event an advisor vacancy occurs during the academic year, the AAd will send a notice of vacancy to the appropriate AHE vice president who will have ten (10) working days from the date of notification of the vacancy to submit a list of interested AEes to fill the vacancy. If no response is provided, the offer will be extended to non-AEes consistent with Paragraph E above.

2. Student complaints — Student complaints regarding an advisor shall be processed by the student complaint process (Article 3, Section 24) with the exception that complaints should be processed through the AAd of student funded programs. Complaints not resolved at this level should be forwarded to the appropriate chief student services officer.

3. Advisor removal — An advisor may be removed from the position subject to standards established in Article 3, Section 10.
### Section 6 - Stipends for Coaches and Assistants

<table>
<thead>
<tr>
<th>Positions: Group 1— Head Coaches</th>
<th>Men/Women Teams</th>
<th>Annual Stipend Effective Fall ’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>M,W</td>
<td>$8,000</td>
</tr>
<tr>
<td>Baseball</td>
<td>M</td>
<td>$8,000</td>
</tr>
<tr>
<td>Track</td>
<td>M,W</td>
<td>$8,000</td>
</tr>
<tr>
<td>Soccer</td>
<td>M,W</td>
<td>$8,000</td>
</tr>
<tr>
<td>Volleyball</td>
<td>W</td>
<td>$8,000</td>
</tr>
<tr>
<td>Softball</td>
<td>W</td>
<td>$8,000</td>
</tr>
<tr>
<td>Strength/Conditioning</td>
<td>M,W</td>
<td>$8,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Positions: Group 2— Head Coaches</th>
<th>Men/Women Teams</th>
<th>Annual Stipend Effective Fall ’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Country</td>
<td>M,W</td>
<td>$5,000</td>
</tr>
<tr>
<td>Tennis</td>
<td>M,W</td>
<td>$5,000</td>
</tr>
<tr>
<td>Golf</td>
<td>M,W</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Positions: Group 3— Assistant Coaches</th>
<th>Men/Women Teams</th>
<th>Annual Stipend Effective Fall ’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volleyball</td>
<td>W</td>
<td>$3,500</td>
</tr>
<tr>
<td>Baseball</td>
<td>M</td>
<td>$3,500</td>
</tr>
<tr>
<td>Soccer</td>
<td>M,W</td>
<td>$3,500</td>
</tr>
<tr>
<td>Track</td>
<td>M,W</td>
<td>$3,500</td>
</tr>
<tr>
<td>Softball</td>
<td>W</td>
<td>$3,500</td>
</tr>
<tr>
<td>Basketball</td>
<td>M,W</td>
<td>$3,500</td>
</tr>
<tr>
<td>Strength/Conditioning</td>
<td>M,W</td>
<td>$3,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Positions: Group 4— Assistant Coaches</th>
<th>Men/Women Teams</th>
<th>Annual Stipend Effective Fall ’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Country</td>
<td>W</td>
<td>$2,750</td>
</tr>
<tr>
<td>Golf</td>
<td>M,W</td>
<td>$2,750</td>
</tr>
</tbody>
</table>
The above amounts shall be reviewed annually, beginning in fiscal year 2009-10, based upon the general salary agreement of the parties per Article 26, Section 2.

**Coaching Incentives**

1) To encourage stability in coaching, coaches will receive the base stipend plus an additional $1,000 per year incentive for head coaches in group one (1) upon the completion of every three years holding the same head coaching position and a commitment to three additional years coaching. Head coaches in group two (2) will be paid the base stipend plus an additional $750 per year incentive for every three years of holding the same position and a commitment to three additional years coaching. Total incentive will not exceed $7,000 per year (group 1) or $5,250 per year (group 2). Longevity in position will begin with ratification of the 2008-11 contract. Any break in service not approved by the District Athletic Director or not considered an approved leave of absence will terminate the incentive stipend. Breaks include transfer to another sport or activity.

2) Coaching positions can be terminated by either party for mutually agreed upon circumstances, and unilaterally by management for just cause using due process. AEe may cease coaching during the three year commitment of the position in question only upon extenuating circumstances or mutual agreement. Coaches will make all efforts to otherwise terminate their coaching positions with one year’s advance notice. If, at the end of the three year commitment, a coach feels he or she would be unable to complete the next successive three year commitment, the coach may, upon mutual agreement, continue to coach and receive the base stipend plus the previous incentive amount attained.
### Section 7 - Stipends for Allied Health Program Directors
An annual stipend of $3500 will be paid to AEes in accredited allied health programs who have been designated program directors in recognition of the program accreditation responsibilities which require activities beyond the thirty-five (35)-hour work week.

### Section 8 - Stipends for Allied Health Clinical Education Director
A minimum of 10 percent quarterly workload or a minimum of $700 quarterly stipend will be assigned to AEes in an accredited allied health program that requires a Clinical Education Director. This is in recognition of the program accreditation responsibilities required, such as but not limited to: schedule students into clinical sites, coordinate with clinical sites managers, assist in setting up preceptors, maintain and develop clinical agreement/contracts, conduct student orientations to site with appropriate paperwork and clinical documentation, make provisions for computer documentation or other paperwork (currently EPIC and MEDITECH), maintain appropriate numbers and sites with a trained preceptor, work with the program director on accreditation reports, submit clinical syllabi, re-scheduling, and handle on-site issues that are contract related. These duties are in addition to any duties the AEe has as instructor in these program and program classes.

### Section 9 - Stipends for Program Lead Instructor
(See Article 14)

### Section 10 - Study Abroad Program and Compensation for Related Duties
Study abroad programs include any number of arrangements by which, students complete part of their educational program outside of the United States. Program guidelines, including compensation for associated duties, are as outlined by Administrative Procedure #4.70.01-A.

### Section 11 - Special Project Stipend
A project stipend may be provided for extraordinary and other special circumstances beyond the expected regular AEe workload. A special project must have a definable beginning and end. This section is inappropriate for on-going assignments. An AEe may make application for a special project to the AAd, who shall consider and approve the project as appropriate for this section, or the AAd may authorize the stipend as a part of any assigned project. An AEe may not be awarded stipend(s) that total more than $12,000 per fiscal year.

Compensation agreements for course design, refreshment, and maintenance should be mutually negotiated prior to the commencement of the work. The academic employee developer is entitled to an AHE representative during such negotiations.

<table>
<thead>
<tr>
<th>Year</th>
<th>Base Stipend</th>
<th>Plus $2,000 (group 1) or $1,500 (group 2) fulfillment of a 3 year commitment and committing to an additional three years</th>
</tr>
</thead>
</table>


**Article 18**

**Section 12 - Compensation for Prior Learning Assessment**

Duties related to the evaluation of prior learning credit, including portfolio evaluation and challenge testing (including test creation, administration and scoring) will be compensated at $25 per credit attempted by the student. This rate applies without regard to the number of credits ultimately awarded. Validation of cross-walks will be paid separately via special project stipend (Section 11).

**Section 13 - Compensation for College in the High School**

CCS AEes will be compensated for the development and mentorship of the course(s) taught in the K-12 semester course for College in the High School credit. CCS AEes mentors will be reimbursed for vicinity travel/sustenance and paid at the non-instructional mode per hour (per Article 24, Section 6, Paragraph C) for travel to rural sites that occurs outside of the AEe’s total weekly responsibilities.

**Section 14 - Compensation for Independent Study**

Independent study shall not be included in workload computations. Approved independent study contracts shall be paid on the basis of fifty dollars ($50) per credit, per student participant, per quarter.

**ARTICLE 19 - SALARY SCHEDULE PLACEMENT AND MOVEMENT**

**Section 1 - Requirements for Initial Employment for Tenured, Annually Contracted Academic Employees**

A. All new liberal arts academic employees (AEe), including counselors and librarians, must have an earned master’s or doctor’s degree from an accredited institution with emphasis in their teaching area.

B. If no master’s degree exists in the teaching area, the appointing authority (College President or Chancellor) may grant a one-time exception. When such exception is granted, the appropriate vice president and the AEe will develop a plan to obtain a master’s degree or equivalent.

C. All new adult education AEes must have an earned master’s degree in adult education or a related field from an accredited institution.

D. All new professional/technical AEes must have (per WAC 131-16):

1. An earned master’s degree from an accredited institution appropriate to the position, or
2. An earned bachelor’s degree from an accredited institution appropriate to the position and professional field expertise appropriate to the position, or
3. If neither a master’s or bachelor’s degree appropriate to the position is generally available (as determined by the appointing authority), then the employee shall be particularly qualified to provide instruction by possession of all of the following:
   1) Sufficiently broad and comprehensive training in the field, and
   2) Appropriate, industry recognized certification when available, and
   3) Two years of relevant, current work or teaching experience that particularly qualifies the employee to provide instruction in the area of specialization.

E. All new dually certified AEes must:
1. Have a master’s degree with emphasis in their teaching area, and must be able to meet state professional/technical certification requirements, or

2. The department, with concurrence of the appointing authority, may propose a generally recognized industry standard professional certification/license as a minimum qualification, in lieu of a master’s degree.

F. The appointing authority will, at the time of hire, inform new AEes in programs requiring special licensure and/or certification that specific circumstances exist. The appointing authority is also responsible for ensuring that affected employees are kept informed in a timely manner of these special circumstances and in no case later than February 1 of the calendar year the license/certification expires (see also Article 3, Section 13). Employees in programs requiring special licensure or certification must meet and maintain all minimum requirements of the appropriate licensing or accrediting body, or SBCTC regulations for professional/technical educational certification, or both.

Section 2 - Requirements for Initial Employment for Non-Tenured, Annually Contracted Employees

Section 1 requirements apply to annualized AEes, with the exception that where a master’s degree is required, an annualized AEe in the final year of a master’s program may be granted an exception by the appropriate vice president provided the AEe obtains a related master’s degree prior to employment contract renewal.

Section 3 - Placement of New Academic Employees on the Salary Schedule

The appointing authority may place a new AEe on salary schedule Steps 1, 2, or 3. Based on (but not limited to) listed qualifications for the position, placement is generally expected to be:

1) Step 1 for those who meet minimum qualifications
2) Step 2 for those who meet preferred qualifications
3) Step 3 for those who exceed preferred qualifications

Exceptions to initial salary placement beyond Step 3 may be made in instances where the appointing authority (College President or Chancellor) determines that such action would be in the best interest of CCS.

However, an AEe’s education, experience, or both cannot be used for initial placement beyond Step 3 and then used again for subsequent step movement when the employee reaches Step 7 (the “gate”). The appointing authority and the employee will, at the time of hire, agree to and sign documentation to this effect.

AHE will be notified of all initial placements beyond Step 3.

Section 4 - Grandfather Clause

PIU/PDUs cannot be earned after August 31, 2009, or submitted for credit after September 30, 2009. AEes were notified July 1, 2009, of:
A. unused PIUs/PDUs previously earned, and

B. prior work experience as yet unused for salary step movement

Movement beyond step 7 (i.e. the “gate”) will be based on cumulative PIUs and total years of service per the provisions of the 2005/08 Master Contract. Once through the “gate” further advancement will be subject to two-year holds on steps 8, 9 and 10 and three-year holds for steps 11 through 15, provided that cumulative PIU requirements are met. Advancement to steps 14 and 15 has the additional requirement of 15 PIUs per step earned since AY2005/06.

Once previously banked advancement credits are exhausted, all AEes will advance per the criteria established in the 2008-11 or subsequent contracts.

Section 5 - Salary Step Advancement

An AEe may advance on the salary schedule (in addition to any “banked” step movements earned under prior contract requirements) as defined below:

AEes may advance one (1) salary step every two years, up to and including step 10, or one (1) salary step every three years from step 11 to step 15, provided the employee:

1) Completes one CCS training program from Paragraph A, 1, one training program from subsection A(b), one training program from Paragraph A, 3 and one training program from Paragraph A, 4 below, and

2) Submits, by June 30 of each year, an annual summary of their professional development activities (see Paragraph B).

A. CCS Training Programs

During each salary step advancement period, the AEe is expected to complete and receive credit for one training program from 1, one training program from 2, one training program from 3 and one training program from 4 below:

1. Family Educational Rights and Privacy Act (FERPA)/Washington State Ethics Law

2. AEe Instructional/Service Development

3. CCS Safety and Security Practices

4. Completion of one additional CCS training program of the AEe’s choice (a.k.a. “A la Carte”).

Prior to being offered, on-line training programs will be reviewed by the CCS/AHE Joint Executive Board. Content from training categories 1, 2, 3 will be offered to new AEes in a traditional (i.e. on ground) format during the AEe’s probationary period. To qualify for step advancement all new annually contracted AEes must attend these required on-ground trainings within their first two (2) years of employment. If on-ground training is not completed in the first two (2) years, eligibility for step advancement is extended one full year and continues to be extended each time the requirement has not been met by the following June 30.
Once the new employee on-ground training has been completed, AEes may thereafter complete online versions of each training program, available 24/7 from July 1 through June 30. Online versions will not exceed 50 minutes in duration. Additional CCS-offered programs, provided in a variety of formats, may also be used for advancement credit. The Human Resources Office will assign all programs to a category per this section. Verification of attendance/completion will be obtained by customary means and credit awarded.

AEes will be able to verify online when they have successfully completed sessions. At the beginning of each spring quarter, the Human Resources office will notify AEes in writing of trainings completed, as well as any further requirements needed to advance to the next salary step.

CCS training programs may also be used as an activity for purposes of professional/technical certification, consistent with Section 8.

Note: If an AEe is the supervisor of record for paraprofessional staff (per Article 3, Section 17, Paragraph B), then completion of CCS’s supervisory certification training program is required (per Administrative Procedure 2.00.01-B and WAC 357-34). Supervisory certification counts as a CCS training under Paragraph A, 4 (a.k.a. “A la Carte”), with the exception that the format and length are mandated by the State of Washington.

In the event an action is filed against an AEe for performance of the duties of her or his employment, the AAd(s) will recommend indemnification to the Board of Trustees, provided the AEe has completed the appropriate training programs and has made a good faith effort to comply with the rules, regulations, and procedures contained therein.

B. Summary of professional development activity

To advance a salary step, the AEe will annually submit, by June 30, a summary of their professional development activities for that year (See also Article 10, Table 2).

For purposes of salary step movement, the annual summaries will list the successful completion of at least one (1) professional activity per year representing skills improvement, maintaining currency in the area(s) of professional responsibility, demonstrating community activism or service, and validating the importance of life-long learning. Professional development activities need only be listed, and former criteria of hours spent, justification, agendas, and reading lists are not required.

Annual summaries submitted for step advancement will be acknowledged by the AAd as received, but not otherwise evaluated, assessed, scored, or challenged. AEes who have not been evaluated, or whose evaluations have been delayed for reasons beyond their control, shall not be prevented or delayed from an earned salary step movement.

Per Article 3, Section 12, Paragraph B, employment contracts issued prior to the conclusion of salary negotiation may be based on the AEe’s salary currently in effect but noting that the stated salary will be adjusted consistent with the outcome of those negotiations.
Section 6  Time on Step
For purposes of step advancement, AEes hired after the beginning of an academic year will be credited a full year of time-on-step only if employed 87 or more contractual days during their first year of employment. Otherwise, time-on-step will commence the following year.

Section 7  Tenure Step
In recognition of the additional responsibilities of tenured AEes, AEes initially placed on steps 1 through 7 will receive one (1) step advancement at the start of the next fall quarter after tenure has been granted. This tenure step will be in addition to any regular increment step that may have been earned. AEes initially placed on steps 8 or higher will not receive a tenure step advancement.

Section 8  Step Advancement at and Beyond Step 7
Upon completing step 7 (a.k.a. “the gate”), AEes hired after the adoption of the 2009-12 contract (or those hired earlier who have elected to advance upon criteria established in the 2009-12 contract) may advance multiple steps based upon the following:

A. AEes who have an earned doctoral degree from an accredited institution; or who have 8 years of related professional experience earned outside of CCS employment will be advanced two additional salary steps and move to step 10.

B. AEes who have an earned master’s degree from an accredited institution or have 4 years of related professional experience earned outside of CCS employment will be advanced one additional salary step and move to step 9.
   1) Related Professional experience is considered to be holding a position of responsibility that directly relates to the skills needed while in CCS employment.
   2) One year’s related professional experience in an academic setting is considered to be a full load per teaching category where the employee has full responsibility for the class setting.

Two calendar years of half time teaching/employment equate to one year of related professional experience.
   1) One year’s related professional experience outside academia is considered to be 2,080 compensated hours per year.
   2) Unless previously used for advanced step placement under this Article, current CCS employees may use past CCS experience as “related professional experience.”

The appointing authority will review and resolve issues regarding related professional experience. After attainment of step 8 or higher, earning a first or supplemental academic degree from an accredited institution of higher education will result in one additional step movement per degree earned.

For an example of Step movement see Appendix M.
Section 9  Professional/Technical Certification

A. Certification
Certification is a condition of continued employment for all professional/technical education personnel, per WAC 131-16-092.

B. Initial Certification and 3-Year Professional Development Plan
The institution’s chief professional/technical AAd will issue initial certification to new professional/technical AEes at the time of hire. Initial certification lasts three years and requires the AAd and the AEe (with approval by the chief professional/technical AAd) to develop a professional development plan during the first quarter of employment.

This plan identifies priorities for the AEe’s professional growth in the skill standards listed in Paragraph C of this Section. The initial plan activities will include, at a minimum:

1. Attendance at quality instructional skills course(s) or program(s) which focuses on identified professional development skill standards (equals 1 activity per course/program). The chief professional/technical AAd may exempt this requirement if she or he determines it appropriate.

2. If first aid certification is required, one first aid course to include specific training in CPR and blood borne pathogens and resulting in first aid certification during the first quarter of employment, or if first aid certification is not required, another activity during the three year plan (equals 1 activity).

3. Attendance at the new professional/technical AEe orientation program per WAC 131-16-093 (equals 1 activity).

4. Initial certification is not renewable. The college’s or unit’s chief professional/technical AAd is responsible for ensuring the courses, training, or programs listed above are available annually.

C. Standard certification
Standard certification shall be issued by the chief professional/technical AAd only upon completion of the requirements of the initial certification’s professional development plan. Standard certification must then be renewed on a five-year cycle thereafter.

To maintain standard certification, the professional/technical AEe and the AAd must mutually develop and the chief professional/technical AAd must approve a professional development plan (see Appendix J) consistent with the provisions of WAC 131-16. The AEe must complete the plan prior to the next cycle. Each plan will focus on professional development priorities that advance the following skill standards:

1. Managing learning environments
2. Developing outcomes, assessments, and curricula
3. Developing and reviewing programs
4. Providing student instruction
5. Providing support and guidance to students
6. Performing administrative functions
7. Creating and maintaining a professional environment
8. Promoting the program and recruiting students
9. Learning and adapting new technologies
10. Performing program management functions

D. 5-Year Professional Development Plan for Standard Certification

Using the skill priorities listed in Paragraph C of this Section above and the professional development plan form (Appendix J), the professional/technical AEe shall develop an individualized plan for each five-year cycle.

At a minimum, the plan shall:
1. Address the AEe’s ability to provide student instruction, manage learning environments, and develop outcomes, assessments, and curricula
2. Require completion of no fewer than five (5) professional development activities that demonstrate achievement of the skill priorities identified
3. Identify each activity’s anticipated measurable outcome and anticipated completion date

Completion dates are intended to allow the AEe to monitor her or his own progress. One activity may apply to multiple skill priorities.

E. Activity completion

Each professional/technical AEe is responsible for documenting how accomplished activities satisfy her or his development plan.

The chief professional/technical AAd is responsible for certification, via the standard approval form (Appendix I).

ARTICLE 20 - GRIEVANCE PROCEDURE

Section 1 - Definition and Procedure

Prior to starting the grievance process, the parties should make every effort to resolve any problems informally.

A grievance is hereby defined as a complaint by an AEe(s) or the AHE regarding the interpretation or application of the terms of this contract by CCS. An individual AEe or group of AEes shall have the right to present grievances in accordance with Article 3, Sections 9 and 10. All grievances shall be processed through the AHE president or her or his designee. Working day, as used in this article, shall mean an employee contracted day. (Between spring and fall quarters, working day shall mean calendar days exclusive of holidays and weekends.) Such grievances shall be handled in the following manner.

A. At step one, the grievant and the AHE representative, if requested by the grievant, may orally present the alleged grievance to the appropriate AAd. Resolution, if any, shall be reduced to writing, and a copy
forwarded to the AHE and the Chief Administration Officer. If the grievance is not adjusted orally, the grievance shall be reduced to writing, dated, and signed by the AE and the AHE representative and shall state the specific factual basis of the grievance, the provision or provisions of the contract involved, and the remedy sought (per Appendix G). The College President shall be given the written and dated original grievance. The College President shall answer the grievance in writing within fifteen (15) working days thereafter and shall concurrently send a copy of the grievance and the answer to the AHE.

B. At step two, if no settlement is reached at step one, the written grievance may be submitted to the Chancellor or her or his designee provided it is filed with the Chancellor or her or his designee not more than ten (10) working days after it is answered in step one. A representative(s) of the AHE shall be present at any meeting called to consider the grievance at this step. The Chancellor or her or his designee shall send her or his written answer to the AHE within fifteen (15) working days. Such answer shall be deemed to be the position of CCS.

C. At step three, if no settlement is reached at step two, by mutual agreement the matter may be referred to mediation, or the AHE at its sole discretion within twenty-five (25) working days after the date of the step two answer may request by written notice to the Chancellor and the American Arbitration Association that the grievance be arbitrated, provided the grievance presents an arbitrable matter as herein defined.

Section 2 - Time Limits

With respect to Section 1 of this article, the following time limits are established.

A. Any grievance not presented in writing as provided in step one (or step two at the discretion of the AHE) of Section 1 above within twenty five (25) working days after the grievant becomes aware of the facts on which the grievance is based shall be waived for all purposes.

B. Other time limits may be extended by written mutual agreement of the parties.

Section 3 - Arbitration Rules

A. Matters subject to arbitration shall be referred to the American Arbitration Association under voluntary rules except that the selection of the arbitrator shall be by alternately striking an equal number of names. The party to strike first shall be determined by flipping a coin. Expedited rules and procedures of the American Arbitration Association may be utilized upon the written consent of the parties.

B. Grievances initiated during the duration of this contract shall be fully processed in accordance with the terms of this article.

C. Past practice claims concerning matters not specifically and expressly covered by this contract shall have been consistently applied and mutually understood over a significant period of time.
Article 20

D. The decision of the arbitrator shall be final and binding upon CCS, the AHE, and the AE(s) affected consistent with the terms of this contract.

Section 4 - Jurisdiction of Arbitration
Jurisdiction of the arbitrator is limited to the following:

A. All terms and conditions of this contract and any letter or memo of understanding added to this contract signed by the AHE and CCS are subject to arbitration.

B. An arbitrator has jurisdiction to interpret specific terms of this contract which are applicable to the particular issue presented, but such jurisdiction shall not give the arbitrator authority to supplement, modify, or amend any terms or conditions of this contract.

C. The rendition of a decision or award shall be based solely on the evidence and matters presented to the arbitrator by the respective parties in the presence of each other and the matters presented in the written briefs of the parties.

D. Upon request of either party, the merits of a grievance and the procedural arbitrability issues arising in connection with that grievance shall be consolidated for hearing before the arbitrator who shall resolve the arbitrability of a grievance before hearing the merits of the grievance; in order for either party to claim the grievance is not arbitrable, such a claim(s) must be made known to the other party along with the supporting reasons at the step two level.

E. An arbitrator shall not have the authority to remand an issue back to the parties for negotiations as a part of any award.

Section 5 - Arbitrator Fees
The fees and expenses of the arbitrator shall be borne equally by the parties.

Section 6 - Grievance Participation
All documents, communications, and records dealing with the processing of a grievance shall be filed separately from the personnel files of the participants. Requests by the AHE for information needed for processing any grievance shall not be unreasonably denied. Grievance hearings shall be conducted during normal working hours consistent with minimal interference of instructional duties. AEes testifying in such hearings shall suffer no loss of pay.

ARTICLE 21 - SAVINGS CLAUSE

Section 1 - Applicable Federal and State Laws
This contract shall be contingent upon legislative authorization and funding; all present and future applicable state and federal laws; and those external rules, regulations, and orders having the full force and effect of
In the event of a conflict between the above and the requirements of this contract, the above shall prevail over the contract language.

**Section 2 - Invalidation**

Should any provision or provisions become unlawful by virtue of Section 1 above, or by declaration of any court of competent jurisdiction, such action shall not invalidate the entire contract. If any provision is held invalid, CCS and the AHE shall enter into immediate negotiations for the purpose, and solely for the purpose, of arriving at a mutually satisfactory replacement for such provision.

**ARTICLE 22 - SCOPE OF AGREEMENT**

**Section 1 - Contract Supremacy**

This contract constitutes the negotiated agreements between CCS and the AHE and supersedes any previous agreements or understandings, whether oral or written, between the parties. This contract shall supersede any rules, regulations, or policies as found in the Board Policy Manual, resolutions, or practices of CCS which shall be contrary to or inconsistent with its terms to the extent of the conflicting areas only.

**Section 2 - Contract Limits**

Agreement expressed herein in writing constitutes the entire contract between the parties, and no oral statement shall add to or supersede any of its provisions.

During the term of this contract, only agreements executed in writing and signed by both the AHE President and CCS Chancellor, as delegated by the Board of Trustees, will be considered valid modifications of this agreement. Such agreements will be maintained in two official files, one in the Human Resources Office and the other with the AHE President. Such agreements shall not extend beyond the term of this contract unless expressly extended in writing and signed by both the AHE President and CCS Chancellor. No other agreement, oral or written, will be considered enforceable on either party.

**Section 3 - Contract Closure**

The parties acknowledge that each has had the unlimited right and opportunity to make demands and proposals with respect to any matter deemed a proper subject for negotiations. The results of the exercise of that right and opportunity are set forth in this contract. Therefore, except as specifically stated in Articles 18 (Salary Schedules), 21 (Savings), 22 (Scope), and 26 (Duration), CCS and the AHE for the duration of this contract each voluntarily and unqualifiedly agree to waive the right to oblige the other party to negotiate with respect to any subject or matter covered or not covered in this contract, unless mutually agreed otherwise.

**Section 4 - Contract Exclusions**

Nothing contained herein shall be construed to deny or restrict to any AWe rights and responsibilities she or he may have under the laws of Washington State and the United States or other applicable regulations.
Section 5 - Contract Effects on Academic Employee Contracts
All AEe contracts shall be issued subject to and consistent with Washington state law and the terms and conditions of this contract.

Section 6 - Contract Negotiation of Subcontracting
Upon the request of the AHE, CCS agrees to negotiate the effects of subcontracting.

ARTICLE 23 - IMPASSE PROCEDURE

Section 1 - Utilization of Impasse Procedure
For the duration of this contract, the parties agree to utilize the impasse procedure as currently written or mutually modified by the parties.

Section 2 - Impasse Mediation
If the parties are unable to reach agreement within twenty (20) days prior to contract expiration, then an impasse shall be declared, and a mutual request for assistance shall be filed with the Public Employment Relations Commission (PERC) to secure the services of a PERC appointed mediator or any other mediation service mutually agreed to.

ARTICLE 24 - ADJUNCT ACADEMIC EMPLOYEES

Section 1 - Scope of Article 24
This article refers only to adjunct academic employees (AEe) of CCS, and provisions in the contract shall not be construed to include adjunct employees except those contained herein.

Section 2 - Definition of Adjunct Academic Employees
A. Adjunct AEes shall mean all individuals defined by Article 1, Section 3, Paragraph B.

B. Adjunct AEes are recognized as essential, professional contributors to the educational mission of CCS and play an essential role in providing students with a quality and affordable education. Adjunct employees make major contributions to student learning, program excellence, and in furthering the mission of community and technical colleges. CCS encourages the involvement of adjunct employees in the on-going operation of the colleges and CCS, and in shared governance activities. CCS is committed to establishing a FT/PT faculty ratio that is fair and that enables the colleges to provide quality education. Each college shall periodically assess its use of adjunct AEes per accreditation standard 4.A.10 and develop a plan for adjustment of FT/PT ratios, as determined appropriate, given this commitment and consistent with this standard and best practices established by the State Board of Community and Technical Colleges.

C. The terms of Article 24 shall also be fully applicable to annually contracted employees during such time that they are performing duties beyond those required to maintain full time status.
D. It is recognized that adjunct AEes are solely responsible for teaching assigned classes, which is generally agreed to include the following responsibilities:
   1) Meeting scheduled classes at scheduled times
   2) Class preparation and for assessing students
   3) Student consultation

Adjunct AEes are welcome to participate in appropriate departmental, division and other college/ CCS meetings and events.

Section 3 - Limitations of Adjunct Employment

A. Employment in an adjunct position or combination of such positions shall not constitute full time employment with CCS.

B. All parties understand that adjunct AEe assignments are temporary, non-continuous, and less than full time and shall not be considered a career path to annually contracted academic positions with CCS.

Section 4 - General Provisions Applicable to Adjunct Academic Employees

The following provisions shall be applicable as specified.

A. Articles 1 (Recognition), 2 (Mgt. Rights), 8 (AHE Rights), 14 (Department Chair), 21 (Savings), 22 (Scope), 23 (Impasse), and 24 (Adjunct) are applicable as written.

B. Article 3, Sections 1, 2, 3, 4, 5, 6, 9, 11, 13, 14, 15, 18, 19, 20, 21, 22, 23 and 24 are applicable as written.

C. Article 3, Section 10. Right to Due Process shall be applicable during the time between the beginning and ending date specified in the individual contracts and shall not apply to any renewals of such assignments. In case of funding or enrollment problems, due process shall not be applicable until after the first three (3) class meetings. This exclusion of due process does not exclude just cause.

See Section 8 regarding Associate AEes.

D. Article 7, Section 5 – Civil Duty Leave.

E. Article 3, Section 12. Individual Contracts shall not be applicable; however, all adjunct AEes (excluding timesheet assignments) shall be supplied an individual contract delineating the contract pay, the duration of assignment, and other relevant data.

F. Article 13 Reduction-in-Force shall not be applicable to adjunct employees; provided, however, past service, qualifications of the employee, and program requirements shall all be considered regarding any reduction of AEes.
G. Article 20, Section 1, Paragraph D applies to all professional/technical adjunct employees. Article 19, Section 9, Paragraph C applies to all adjunct professional/technical employees teaching two-thirds (2/3rds) full-time load or more for the equivalent of three quarters, excluding summer.

H. Article 20, Section 1, Paragraphs A and F applies to non-professional/technical adjunct employees, with the exception that when the adjunct AEe is assigned to one third (1/3rd) or less of a normal annual load, she or he may minimally qualify with a Bachelor’s degree from an accredited institution in the field of that position’s educational service and appropriate professional expertise. If a separate program accreditation dictates adjunct qualifications beyond those outlined above, those program standards will apply.

I. Article 19, Section 1, Paragraph C applies to all adult education adjunct employees with the exception that the adjunct may alternately qualify with a bachelor’s degree from an accredited institution and professional experience necessary to carry out their assigned instructional responsibilities.

J. Article 20, Grievance Procedure shall be applicable to adjunct AEes regarding the administration of the terms of this article.

Section 5 - Adjunct Academic Employee Workloads and Compensation

A. Adjunct AEe workloads shall be assigned as follows:

1. Adjunct AEes normally have a maximum workload assignment of 90 percent of a 100 percent load each quarter as defined in the adjunct salary schedule and 270 percent maximum annual workload for fall, winter, and spring quarters combined. All contracted, in-class assignments within CCS are cumulative in determining the total percent load. These maximum workloads have been established to ensure that adjunct AEes are appropriately utilized consistent with Sections 2 and 3 of this article, and the appropriate AAd will monitor adjunct total workload considerate of this intent.

2. Adjunct AEes contracted for fifteen (15) or more contact hours per week may receive one (1) paid student accessibility hour per week in addition to the established contact hours. Utilization of such office hour shall be arranged with the appropriate supervisor and will not count against maximum load.

3. Adjunct AEes shall not have an offered quarterly assignment canceled two (2) weeks prior to contracted assignment to accommodate a full-time academic supplemental contract. Where full-time assignment is necessary to maintain that full-time AEe’s load requirement the adjunct assignment may be canceled.

4. Adjunct AEes shall be paid the appropriate portion of their contract for meeting a credit class that is subsequently canceled.
### B. Benefit eligibility

1. Adjunct AEes with in-class teaching assignments that are equal to or exceed the following workload requirements shall receive insurance benefits per Article 17, Section 1, Paragraph B, starting the second consecutive quarter.

<table>
<thead>
<tr>
<th>Average Contact Hours</th>
<th>Per Week For the Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>7.5</td>
</tr>
<tr>
<td>B</td>
<td>9.0</td>
</tr>
<tr>
<td>C</td>
<td>10.0</td>
</tr>
<tr>
<td>D</td>
<td>11.0</td>
</tr>
<tr>
<td>E</td>
<td>11.5</td>
</tr>
<tr>
<td>F</td>
<td>12.5</td>
</tr>
<tr>
<td>G</td>
<td>14.0</td>
</tr>
<tr>
<td>H</td>
<td>17.5</td>
</tr>
<tr>
<td>I</td>
<td>15.0</td>
</tr>
</tbody>
</table>

2. Adjunct AEes with in-class teaching assignments that are equal to or exceed the following workload requirements are eligible for retirement benefits per Article 17, Section 1, Paragraph A, starting the second consecutive quarter.

<table>
<thead>
<tr>
<th>Average Contact Hours</th>
<th>Per Week for the Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>7.5</td>
</tr>
<tr>
<td>B</td>
<td>9.0</td>
</tr>
<tr>
<td>C</td>
<td>10.0</td>
</tr>
<tr>
<td>D</td>
<td>11.0</td>
</tr>
<tr>
<td>E</td>
<td>11.5</td>
</tr>
<tr>
<td>F</td>
<td>12.5</td>
</tr>
<tr>
<td>G</td>
<td>14.0</td>
</tr>
<tr>
<td>H</td>
<td>17.5</td>
</tr>
<tr>
<td>I</td>
<td>15.0</td>
</tr>
</tbody>
</table>

3. Counselor and librarian assignments are considered in-class teaching for these purposes.

### C. Development Leave

1. Leave with pay may be allowed at the discretion of the College President or her or his designee to enable adjunct AEes to make visitations to observe methods, approaches, and techniques for the purposes of coordinating programs and improving instruction and/or service to students. CCS may pay the expenses incurred by such visitations to the extent authorized by law and other applicable regulations.

2. Adjunct AEes may attend at the discretion of the College President or her or his designee state, regional, and national meetings or conferences of their academic disciplines or occupational
specialties. CCS may pay the expenses incurred by such visitations to the full extent authorized by state laws and local regulations as now existing or hereafter amended.

3. AHE Leave as outlined in Article 8, Section 10 may also apply.

D. Adjunct Academic Employee Sick Leave

1. Sick Leave Accrual: Adjunct AEes, excluding those teaching community service are eligible for sick leave as follows:
   a. Following the first quarter of employment adjunct AEes shall begin accruing sick leave in proportion to their teaching commitment for that quarter.
   b. Adjunct AEes will earn the prorated portion of 5.32 hours of sick leave per month for each month of a contracted in class teaching assignment. Adjunct counselor and librarian assignments are considered in-class teaching for these purposes. Leave will be accrued at the end of each academic quarter and posted to the AEes sick leave account. At no time shall the total hours of sick leave earned per month exceed 5.32 hours.
   c. Sick leave accrued according to this article will accrue from year to year without limit provided the adjunct employee maintains active employment.
      i. Active employment for purposes of this article is an in-class teaching assignment of at least one class during (1) quarter out of every four (4) including summer quarter.
      ii. An adjunct AE returning to CCS employment within three years following active employment may petition for reinstatement of their previously accrued sick leave balance. Failure to petition for reinstatement of sick leave within the first year of reemployment will result in the loss of any previously accrued sick leave.
   d. Any unused accruable and non-compensable sick leave accrued prior to the effective date of this contract will be maintained in the adjunct AEe’s non-compensable sick leave account provided the employee maintains active employment as defined in Section 5, Paragraph D, 1, c of this article.
   e. Annually contracted AEes with adjunct/supplemental contracts may utilize previously accrued sick leave provided that when a substitute is required it will be at no additional cost to CCS.

2. Sick Leave Use: Accrued sick leave shall be allowed on contractual days consistent with Article 7, Section 1, Paragraph B, 1 through 7.

3. Shared leave program: Adjunct AEes may participate in the shared leave program pursuant to the conditions of state law and CCS policy.
4. **Sick Leave – Compensation for:** The provisions of Article 7, Section 1, Paragraph E, shall apply to remuneration for unused sick leave for adjunct AEes to the extent provided by law.

E. **Personal Leave**

Effective Winter 2015, benefit eligible AEes will earn personal leave hours per quarter equal to one day (20 percent of normal weekly contact hours) as defined by their quarterly contract (including summer quarter). Leave can be used for purposes not otherwise covered by this article, provided student assignments are given and there is no additional cost to CCS. Personal leave can be taken in hourly increments. When less than a full day of personal leave is taken, it shall be deducted on an hourly basis. Balances do not accrue from quarter to quarter except for associate AEes, whose balances will accrue within that academic year.

AEes are to obtain approval from the AAd prior to taking personal leave except in cases of emergency. Detailed reasons for personal leave need not be disclosed.

If approved by the AAd in advance, unpaid substitute arrangements negate the need to use personal leave.

Section 6 - Salary Schedules

A. **Adjunct Academic Salary Schedule**

<table>
<thead>
<tr>
<th>Workload Category</th>
<th>Weekly Contact Hours</th>
<th>100 Percent Load (Quarterly Contact Hours)</th>
<th>Load Rate Effective Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>15</td>
<td>165</td>
<td>$9,890</td>
</tr>
<tr>
<td>B</td>
<td>18</td>
<td>198</td>
<td>$9,890</td>
</tr>
<tr>
<td>C</td>
<td>20</td>
<td>220</td>
<td>$9,890</td>
</tr>
<tr>
<td>D</td>
<td>22</td>
<td>242</td>
<td>$9,890</td>
</tr>
<tr>
<td>E</td>
<td>23</td>
<td>253</td>
<td>$9,890</td>
</tr>
<tr>
<td>F</td>
<td>25</td>
<td>275</td>
<td>$9,890</td>
</tr>
<tr>
<td>G</td>
<td>28</td>
<td>308</td>
<td>$9,890</td>
</tr>
<tr>
<td>H</td>
<td>35</td>
<td>385</td>
<td>$10,845</td>
</tr>
<tr>
<td>I</td>
<td>30</td>
<td>330</td>
<td>$9,890</td>
</tr>
</tbody>
</table>

B. **Adjunct Project Stipends**

Adjunct AEes who are not otherwise employed as annually contracted employees may be paid for selected projects (in addition to their teaching responsibilities). The AAd will determine the projects and the level of stipend. The individual stipend amount may be paid as a full stipend of up to an annual maximum of $3,000 per employee per year or prorated as appropriate. The stipend payments are limited to an annual maximum of $50,000 at each college. An accounting of the unit’s awarded allocations will be provided annually by the appointing authority to that respective units’ AHE Vice Presidents.
C. Part-Time Hourly Salary Schedule

<table>
<thead>
<tr>
<th>Code</th>
<th>Definition</th>
<th>Summer ’15 Hourly Rate</th>
<th>Summer ’16 Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>AH-02</td>
<td>Hourly contracted counselor or librarian</td>
<td>$33.17</td>
<td>$34.76</td>
</tr>
<tr>
<td>AH-03</td>
<td>Hourly contracted non-instructional academic assignments</td>
<td>$25.64</td>
<td>$26.88</td>
</tr>
<tr>
<td></td>
<td>(includes assessment, advising, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AH-04</td>
<td>Hourly substitute and non-mode instruction</td>
<td>$31.17</td>
<td>$32.67</td>
</tr>
</tbody>
</table>

D. Community Service/Self-Support Salary Schedule

<table>
<thead>
<tr>
<th>Category</th>
<th>Applicable to</th>
<th>Rate per Contract Hour (minimum of...) effective Summer ’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Academic equivalent i.e. curriculum development, course preparation, or otherwise reflective of responsibilities listed in Article 4(4)</td>
<td>$30.44</td>
</tr>
<tr>
<td>II</td>
<td>Student intent is personal skill development, improvement, retraining – usually non-vocational related</td>
<td>$24.50</td>
</tr>
<tr>
<td>III</td>
<td>Social, personal interest, and/or social amenities requiring minimum course preparation (non-vocational, non-academic intent)</td>
<td>$21.25</td>
</tr>
<tr>
<td>IV</td>
<td>Workshops or seminars</td>
<td>$ variable No minimum</td>
</tr>
</tbody>
</table>

The variable rate for workshops can be an hourly rate or a fixed percent of the total class fees collected.

Minimum rates provide a contractual guaranteed minimum. Rates may exceed this amount where funding source allows and the assigned AEe agrees. Upon request of the AHE, a list of such exceptions will be provided.

E. CCS may assign and compensate AEes other than as defined in this article only in cases where requirements of self-supporting programs make these exceptions necessary or desirable. Upon request of the AHE, a list of such exceptions will be provided.

Section 7 - Longevity Stipend

In recognition of long-standing service as an adjunct AEe, those adjunct employees having completed 9 of the last 12 quarters of employment, excluding summer, in good standing and averaging quarterly load of 50 percent or more over that same period of time as an adjunct or temporary annualized employee shall receive a longevity salary stipend payment of $550 quarterly, paid at the end of each academic quarter (excluding summer) employed during that academic year. Status will be determined and announced in fall quarter.

Longevity stipend ceases at the time an adjunct AEe attains Associate status per Section 8 and the respective stipends are not cumulative.

This section does not apply to annually contracted AEes working supplemental contracts.
Employment in an adjunct position or combination of adjunct positions shall not constitute full-time employment with CCS. All parties understand that adjunct AEe assignments are temporary, non-continuous, and less than full-time and shall not be considered a career path to annually contracted academic positions with CCS. As a result there is no expectancy or right to obtain any type of tenure in an adjunct position or combination of such positions.

Section 8  Associate Academic Employees

A. Associate: In recognition of long-standing exceptional service as an adjunct AEe, those adjunct employees having completed 18 of the last 21 quarters of employment in good standing, excluding summer, and averaging quarterly load of 50 percent or more over that same period of time as an adjunct or temporary annualized employee shall be conferred Associate status starting fall quarter of the academic year following attainment of this status, unless declined by the adjunct employee. This status shall be ongoing unless the AAd determines that the AEe is not meeting her or his professional responsibilities, as listed in Section 2, Paragraph D. Such decision is appealable to the appropriate vice president, whose decision shall be final and binding. Associate status may be retained, with administrative approval, for periods of non-employment of not more than six (6) quarters, excluding summer. Employment in an Associate position or combination of Associate and adjunct positions shall not constitute full-time employment with CCS. All parties understand that Associate AEe assignments are temporary, non-continuous, and less than full-time and shall not be considered a career path to annually contracted academic positions with CCS.

A good faith conditional assurance of continuing quarterly contracts for that academic year, under similar terms and conditions of employment, will be issued to Associate AEes at the start of each academic year. Associate AEes will receive scheduling priority by course or academic specialty over other adjunct contracts within each quarter. Associate AEes shall receive a supplement salary payment of $1,300 quarterly, paid at the end of each academic quarter (excluding summer) employed in Associate status during that academic year.

B. Associate Plus: Those associate adjunct employees having completed 27 of the last 30 quarters of employment in good standing, excluding summer, and averaging quarterly load of 50 percent or more over that same period of time as an adjunct or temporary annualized employee shall be conferred Associate Plus status and receive a supplement salary payment, in addition to the Associate stipend, of $500 quarterly paid at the end of each academic quarter (excluding summer) employed in this status during that academic year. Associate Plus status will be conferred starting fall quarter of the academic year following attainment of this status, unless declined by the adjunct employee. This status shall be ongoing unless the AAd determines that the AEe is not meeting her or his professional responsibilities. Such decision is appealable to the appropriate vice president, whose decision shall be final and binding. All other terms and rights conferred by Associate status shall also apply to Associate Plus status, except as modified by this section.

C. Evaluation of Associate Academic Employees: (See Section 9, Paragraph D)
Section 9 - Evaluation Process

The purpose of evaluations shall be to maintain quality instruction. These evaluations are one of the considerations for continued employment; however, the lack of an assessment or the existence of a satisfactory assessment does not imply the right to continued employment. All evaluation information shall be treated as confidential to the extent allowed by law.

A. The following general responsibilities are assigned for adjunct/associate evaluation:

1. Appropriate Administrator (AAd):
   1) Consistent with Section 9, Paragraph B, determine which evaluation indices shall be used in the evaluation of each adjunct
   2) Facilitate a self-evaluation for associate AEs
   3) Track classroom observation and student evaluation due dates. Alert the department chair during the quarter when a classroom observation is required
   4) Serve as an observer as needed or as determined appropriate
   5) Notify the adjunct AEs that a student evaluation will need to be conducted on a class of the employee’s choice
   6) Administer and/or assign administration of the student evaluation
   7) Gather and serve as record custodian for all evaluation documentation
   8) Schedule follow-up evaluation activities, if any, and
   9) Prepare evaluation packets and share/discuss with the adjunct AEs

2. Department Chair: Recommend a tenured/annualized AE classroom observer to the AAd,

3. Classroom or Student Service Observer:
   1) Utilizing either the form provided in Appendix L-1 or a department provided form, conduct classroom or student services observation,
   2) Consult with the AE when the observation will be conducted,
   3) Discuss observations with adjunct/associate,
   4) Return completed observation form to the AAd.

B. Evaluation of New Adjunct: Consistent with the responsibilities assigned in Section 9, Paragraph A above, adjunct AEs new to the college will be evaluated in each of their first two quarters of employment. A minimum of two indices will be used, as follows:

1. In each of the first two quarters a student evaluation in one course of the adjunct’s choice, and

2. In each of the first two quarters an AAd observation. A peer observation (peer to be determined by the department) may substitute for one of the two observations by the AAd;
   (see Appendix L-1)
   1) A peer observation may also be conducted in the same quarter as the AAd observation if requested by the department or adjunct.
2) A course syllabi for courses taught during the quarter of the AAd’s observation will be provided.

In addition to an AAd observation, other contractually approved evaluation formats or additional student evaluations may be utilized at the AAd’s discretion and with advance notice provided to the adjunct.

Before the end of the second quarter a meeting will be scheduled to discuss performance or evaluation information with the adjunct AEe and AAd.

C. Evaluation of Continuing Adjunct: Consistent with the responsibilities assigned in Section 9, Paragraph A above, adjunct AEes having completed two quarters of employment shall receive at least one student evaluation annually in each academic year in which the adjunct AEe is contracted.

Every five (5) years from initial hire, or sooner at the discretion of the AAd, an evaluation of the continuing adjunct will occur. In addition to an AAd observation, other contractually approved evaluation formats or additional student evaluations may be utilized at the AAd’s discretion and with advance notice provided to the adjunct. This evaluation information will be forwarded to the AAd for review and an evaluation meeting involving the AAd and adjunct will occur at the end of that quarter.

D. Evaluation of Associate Academic Employees:

1. Associate AEes shall receive at least one student evaluation annually in each academic year in which contracted.

2. During the first year served in associate status, by May 31 of that year, the associate AEe will be evaluated using the following indices:

   a. A student evaluation in at least one course of the associate AEe’s choice
   b. An AAd observation (see Appendix L-1)
   c. A peer observation (peer to be determined by the department), may also be completed at either the request of the associate AEe or AAd, with department concurrence (Appendix L-1)
   d. A self-evaluation prepared by the AEe
   e. A formal evaluation conducted by the AAd using the form contained in Appendix L-2
   f. Upon completion of a formal evaluation, an evaluation meeting will be scheduled to discuss performance. Attendees will include the AAd and the associate AEe.
Thereafter the associate AEe shall have one student evaluation annually. Every five years thereafter, or sooner at the discretion of the AAd, a formal evaluation consistent with Section 9, Paragraph D, 2 above will occur.

As needed, communication regarding performance issues, if any, and/or future adjunct scheduling will occur between the department chair and AAd. For eLearning courses use Appendix C-3A.

Section 10 - Training Program
During the first quarter in which an adjunct AEe is assigned to six (6) credits or more, that AEe will be notified to complete an on-line training program comprised of two thirty-minute modules focused on adjunct employment issues. The modules will be approved by the Joint Executive Committee, which will also periodically consider and approve which on-ground training sessions can substitute for the on-line modules. Completion shall occur prior to the next quarter or subsequent contracts will not be issued. Upon completion of the training program the adjunct AEe will be compensated $50. Payment is limited to once per academic year. This training is optional for all other AEes. Annually contracted AEes assigned a supplemental contract per Article 4, Section 5, Paragraph C are not required to complete the program and are ineligible for compensation under this program.

ARTICLE 25 - ACADEMIC EMPLOYEES ASSIGNED TO CORRECTIONS

Section 1 - Scope
This article refers only to AEes of CCS, funded by correction contracts (exclusive of city/county jail facilities) and other provisions in the contract shall not be construed to include employees covered by this article except those contained herein.

Section 2 - Definition
For the purpose of this document, an Annually Contracted AEe, is defined as any instructor, counselor or librarian who is issued an annual contract by the Community Colleges of Spokane for assignment to an education center program operated by the Community Colleges of Spokane in a correctional facility, where such program and/or position is funded by the correctional contract.

Section 3 - Master Contract Provisions Applicable
The following articles of the Master Contract shall be applicable to correctional AEes or as modified as follows: Articles 1 (Recognition), 2 (Mgt. Rights), 3 (Working Conditions) Sections 1, 2, 3, 4, 5, 6, 8, 9, 11, 14, 15, 16, 17, and 20, 7 (Leave), 8 (AHE Rights), 16 (Screening), 17 (Benefits), 18 (Salary Schedules) Sections 1, 2 and 3, 19 (Schedule Placement), 20 (Grievance), 21 (Savings), 22 (Scope), 23 (Impasse), 25 (Corrections), and 26 (Duration).

Section 4 - Right to Due Process
No AEe shall be reprimanded, disciplined or reduced in compensation without just cause. In the event that informal meetings fail to resolve the problem, any charges which are made shall be reduced to writing and made available to the AEe. An AEe shall have the right to have one representative of her/his choice present
at any meeting wherein the employee believes she or he may be reprimanded and disciplined. The
superintendent of the correctional facility may deny access to anyone considered to be a security problem
for purpose of admittance to a corrections facility. Employees denied admission to the correctional facility
shall be placed on paid leave pending review. Employees permanently denied access to the facility are subject
to the provisions of Section 13, Dismissal.

Section 5 - Terms of Contract
Annually contracted AEes shall be employed for the period specified in their annual contract. There shall be
no presumption of continued employment beyond the contract term. Article 3, Section 12, shall be applicable
except that the individual contracts shall be issued within seven (7) days following the execution of the
contract with the contractor rather than May 15.

Annually contracted AEes who have completed three consecutive annual contracts shall have the right to an
annualized contract for the following contractual year. This right will be exercised on a seniority basis and is
subject to funding, confirmation of acceptable performance as determined through the evaluation process,
continued ability to meet Department of Corrections program requirements, and continued qualification to
perform the tasks assigned.

Section 6 - Reduction in Force
Annually contracted AEes may be terminated due to reduction-in-force prior to written term of their
individual contract with thirty (30) days’ notice. Past service, qualifications of the employee, and program
requirements shall all be considered regarding any reduction of annually contracted AEes. Reasons for
reduction-in-force may include but not limited to any of the following:
A. Lack of funds,
B. Inadequate enrollment,
C. Reduction or termination of the interagency agreement with the correctional facility,
D. Changes in educational policy and/or goals.

Section 7 - Correctional Academic Employee Evaluation
All correctional AEes will participate in a performance evaluation at least once a year. The appropriate AAd
will notify the annually contracted AEe one quarter prior to the time of the evaluation process. The AAd will
meet informally with the employees and discuss responsibilities.

A. The evaluation process will consist of the following:
1. Student evaluations conducted on an annual basis;
2. A peer evaluation, using standard model, that has been done by a peer selected by the AEe;
3. An administrative evaluation that has been carried out according to criteria and forms mutually
agreed to correction AEe and college administration. The CCS shall give at least five (5) working days
notification of time of administrative evaluation date.

B. The AAd will complete an evaluation summary and will share this with the AEe. All documents relating to
or arising from the employee evaluation process will be kept in files maintained by the AAd pursuant

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to Article 3, Section 4. Copies of the evaluation forms will be forwarded to the AEe’s personnel file in the Human Resources Office.

**Section 8 - Assignments**

Article 4, Sections 1, 3, and 4 shall be applicable with the addition to Appendix H instructional corrections workload of (28), except (30) for corrections contracts, normal weekly contact load in Category G and correctional counselor assignment of thirty-five (35) normal weekly contact load in Category H.

Campus-based full-time AEes when working at a correctional site will be paid based upon the campus workload category.

**Section 9 - Orientation and Training**

Corrections AEes shall participate in the orientation process for the correctional facility to which she or he is assigned. In addition, employee attendance at periodic correctional facility security training programs is required along with attendance at CCS orientation days.

**Section 10 - Security Regulations**

Annually contracted AEes shall adhere to all security regulations and requirements of the correctional facility. All applicable security regulations, rules, and policies must be provided to the corrections employee as a part of orientation, in security briefings, or in written format.

**Section 11 - Tenure and Transfers**

AEes assigned to education centers in correctional facilities will not be in the tenure track and shall have no automatic right to transfer between correctional facilities or other instructional entities in the Community Colleges of Spokane.

**Section 12 - Professional Licensure and Certification**

Each employee is responsible for maintaining a current license or certification as required by the position and/or as required by law.

**Section 13 - Dismissal**

Corrections AEes may be terminated prior to the termination date of their individual contract only for just cause. Just cause may include violation of any published rules and regulations promulgated by the contractor. The employee shall remain in full pay status for five (5) working days following the dismissal process. If the employee chooses not to grieve the dismissal pursuant to Article 20, she or he shall receive an additional fifteen (15) days.

**Section 14 - Adjunct Academic Corrections Employees**

A. Adjunct academic corrections employees are those individuals who do not hold annual contracts in a correctional facility.
B. Adjunct academic corrections employees normally have a maximum workload assignment, in any one quarter, of 90 percent of the thirty-five (35) hours per week workload. The maximum annual workload for fall, winter and spring quarters combined will be 270 percent.

C. Adjunct academic corrections employees are hired for one quarter only with no assurance of future contracts.

D. Adjunct academic corrections employees shall be paid according to Article 24, Sections 5 and 6.

E. Sections 3, 4, 7, 9, 10, 12, and 13 of this article also apply to adjunct academic corrections employees.

Section 15 - Academic Calendar
Annual contracts shall be for any combination of three academic quarters. The one hundred seventy-five (175) day assignment for annually contracted Corrections employees will be scheduled for days different from the college academic calendar utilizing flexible scheduling, unless the College President determines, in consultation with the Dean of Corrections, that an alternative calendar will be required to meet the programmatic needs of the Department of Corrections. In the event an alternative calendar becomes necessary, the determination will be made and communicated to the AEes as soon as possible. Under flexible scheduling, AEes can take the non-contracted days of the calendar off whenever they choose, so long as the 175 day assignment is achieved. One AEe workday will be scheduled at the end of each quarter with the balance to be scheduled by the Dean of Corrections. The fourth quarter in one academic year shall be separate and in addition to the annual contract, and shall be offered to the employee solely at the discretion of the AAd responsible for corrections programs. The fourth quarter in one academic year shall be paid in accordance with Article 18, Section 2.

ARTICLE 26 - DURATION

Section 1 - Length of Contract
This contract shall remain in full force and effect from its execution through June 30, 2018.

Section 2 - Salary/Benefits Funding
All expenditures for salaries and/or fringe benefits required by this contract are subject to the availability of legislatively appropriated funds. Such subjects shall be reopened in the event the Legislature provides additional funds for such specific purposes or in the event of inadequate funding.

Section 3 - Contract Reopeners
Provisions of this contract may be reopened at any time by mutual consent of the parties.

Section 4 - New Contract Negotiations
On and after January 1, 2018, this contract shall be considered open for negotiation.
Section 5 - Limited Contract Openers

During the life of this contract each party may unilaterally refer up to three issues to a joint task force. The definition and scope of issues shall be determined by the joint executive committee prior to the establishment of any task force. By mutual agreement additional issues may be referred to a joint task force. Upon such referral a task force shall be established as follows:

A. A separate task force will be appointed for each issue.

B. Each party selects up to five members from current academic employees (AEe) or AAds respectively, which shall constitute the task force.

C. Timelines for the task force will be established by the joint executive committee or its designees.

D. The goal of the task force is to reach agreement and prepare a recommendation which will become an addendum to this contract upon ratification by both parties.

E. If the task force cannot reach a mutually agreed upon recommendation, a mediator, who will not make binding recommendations, will be used. Mediated sessions not to exceed three unless extended by mutual agreement.

F. If the joint executive committee fails to accept or agree on a modification to a recommendation, a mediator, who will not make binding recommendations, will be used to facilitate resolution of the issue. Mediated sessions not to exceed three unless extended by mutual agreement.

G. Any mediator used in this process will be mutually selected and any expenses shared equally by the parties.

H. Agreement by the joint executive committee on a task force issue will be referred to the Board of Trustees and the AHE membership for ratification.

I. If agreement cannot be reached through the efforts of a mediator the process is ended and bargaining obligations of the parties shall be deemed fulfilled.
Signed this 16th day of June, 2015, at Spokane, Washington, acknowledging ratification and approval of agreed upon terms for a 2015/18 Master Contract between the parties.

FOR THE CCS ASSOCIATION FOR HIGHER EDUCATION

Carla Naccarato-Sinclair, President
CCS Association for Higher Education

Michael Wilson
Mike Wilson, Chair
CCS Board of Trustees

ACTING ON BEHALF OF THE CCS BOARD OF TRUSTEES

CCSAHE Bargaining Team Members

Scott Satake
Gayle Ekins
Tom Gribble
George Sutte
Beverly Vredveld

CCS Bargaining Team Members

Greg Stevens
Jim Minkler
Rebecca Rhodes
David Murley
Bonnie Brunt
Nancy Szofan
APPENDIX A - COPYRIGHT OWNERSHIP AND PATENT OWNERSHIP

7.50.00 COPYRIGHT OWNERSHIP

7.50.01 Definitions
For the purposes of the copyright ownership policy of Washington Community College District 17, the following words shall have the indicated meanings:

A. “Creative Work” or “Work” shall refer to original, intellectual, literary, or artistic creations including, but not limited to, books, manuals, texts, lectures, addresses, study guides, plays, poems, music, pictures, photographs, films, film strips, slides, tapes, records, program units, computer software, and other instructional materials and products. “Creative Work” or “Work” shall not include articles submitted to or published in scholarly and professional journals or class notes produced in connection with regularly scheduled courses of instruction.

B. “Creator” shall mean any employee, group of employees, registered student or group of registered students, or any combination thereof which authors or produces a creative work.

C. “District” shall refer to Washington Community College District 17.

7.50.02 Purpose
It is the policy of the District to encourage and assist the Creator to produce creative works. It is the purpose of the District's copyright policy to clarify the respective rights of the District and its employees by establishing policies governing the ownership, control, use and disposition of creative works.

This policy is not intended to affect the right of employees of the District to own, control, use and dispose of works which are created by the individual without assistance, support, or sponsorship from the District.

7.50.03 Works Created Without District Assistance, Support or Sponsorship
An employee or group of employees of the District who produce(s) a creative work without the assistance, support or sponsorship of the District shall retain full right of ownership, control, use and disposition over the work. The employee(s) shall be solely responsible under such circumstances for copyrighting the creative work.

7.50.04 Works Created With District Assistance, Support or Sponsorship
A. For purposes of this policy, a work is created with the assistance, support or sponsorship of the District under any of the following circumstances:

1. When the Creator utilizes any District funds, equipment, facilities, staff services, or other resources in connection with the creation of the work which are not normally assigned to any
employee or student as necessary to perform regularly assigned duties, scholarly pursuits and research or class preparation. For purposes of this subsection, sponsorship shall not include reasonable and normal use of assigned office space, typewriters and other office equipment and research materials, nor shall it include classroom and laboratory materials and equipment normally available for use by students as part of regularly scheduled classroom activities.

2. When any portion of the work is created during time for which the Creator receives compensation from the District, except for those portions of the work which may be created from time to time as part of regular classroom preparation or student assignments, or from grants or contracts administered or sponsored by the District.

3. When the Creator is compensated by the District for developing the creative work.

B. Whenever the Creator produces a creative work with the assistance, support or sponsorship of the District, the District shall have full right of ownership, control, use and disposition over the work, subject to Paragraphs C and D, and 2.70.05 below of this Section. The District may copyright such a creative work when it appears that copyrighting will be in the best interest of the District.

C. Whenever the Creator produces a work with the assistance, support or sponsorship of the District, the District shall be the sole recipient of any and all income derived from the ownership, use, sale or disposition of the work until the District has been reimbursed for all District expenses incurred during the creation, development and production of the work. Reimbursement costs shall be determined by a standard schedule, based on the scope of the work, equipment and staff time used, publication costs and any and all special costs. At such time as the District has been reimbursed for all expenses incurred during the creation, development and production of a creative work, the District and the Creator shall each receive 50 percent of any remaining or future income derived from the creative work.

D. Whenever the development of a creative work has been supported by a grant or contract, the District and the Creator shall be obligated to adhere to the conditions of the grant or contract. The copyright status of a creative work supported by a grant or contract and the distribution of income derived from the ownership, use, sale or disposition of a creative work supported by a grant or contract shall be subject to the provisions of Paragraphs B and C of this Section except when subsections 2 and 3 are contrary to the express or implied conditions or requirements of the grant or contract.

7.50.05 Separate Contractual Agreements
Notwithstanding any other provisions of Policy 2.70.00, the District or the Creator shall have authority to enter into a separate contractual agreement. Such an agreement may, where appropriate and in the best interest of the District, (1) limit or restrict the District’s right of ownership, control or use or disposition over a work produced with the assistance, support or sponsorship of the District, or (2) increase or decrease the Creator’s share of the income derived from a creative work after the District has been reimbursed for all expenses incurred during the creation, development and production of the work.
Whenever either the District or the Creator wishes to enter into a separate contractual agreement pursuant to this subsection, it shall be the responsibility of either party to negotiate the terms of the agreement prior to the beginning of the actual development of the creative work.

7.60.00 PATENT OWNERSHIP

7.60.01 Ownership
Ownership of all patents for inventions created by a District employee within the scope of such employee’s regular duties or for inventions commissioned by the District by assignment for use in any District sponsored program or activity shall be determined contractually prior to the invention of the product.

7.60.02 Assignment of Patent Rights
Any person hired by the District to invent a product shall remain the inventor of the product; however, such a person shall be bound to assign the patent rights to the District in writing, and a certificate of acknowledgment under the hand and official seal of a person authorized to administer oaths within the United States shall be prima facie evidence of the execution of such an assignment.

7.60.03 Use of Employee Patented Products
The District reserves the right to use as it may see fit an employee’s invention without the payment of royalties, providing that such invention was created while the employee was a bona fide employee of the District, and that such invention was created expressly for use in the employee’s work assignment at the time of creation.

7.60.04 Contracted Inventions
The patenting of inventions produced by District employees through grants or contracts from other agencies, organizations or corporations shall be done according to the contractual agreement between the District and such other entities.
APPENDIX B – 1 – Process for Student Evaluation of Academic Employees

This process is intended to ensure that:

1) Student evaluations are conducted in a professional, unbiased manner;
2) All parties involved are committed to confidentiality;
3) A very limited number of people are involved in the process; and
4) The procedure is applied consistently and uniformly throughout CCS.

STEPS

A. Student evaluations are conducted pursuant to Article 10, Section 2 for tenured academic employees, and Article 10, Section 4, Paragraph E for annualized academic employees and Article 24, Section 9 for adjunct employees, and Article 9, Section 4, Paragraphs F and G for probationary academic employees. Each academic employee agrees to work with the appropriate AAd to ensure evaluations are scheduled and conducted according the articles referenced.

B. To ensure consistency and uniformity, standard forms have been developed for each type of academic employee, and copies may be requested from the appropriate administrative office (see Appendices B1 and B2). There is some flexibility with respect to the format and content of the assessment instrument:

<table>
<thead>
<tr>
<th>Academic Employee Type</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured academic employees</td>
<td>1. May use the standard forms without modification</td>
</tr>
<tr>
<td></td>
<td>2. May use the standard form (11 questions), plus 4 additional</td>
</tr>
<tr>
<td></td>
<td>Likert-style questions of the employee’s choice</td>
</tr>
<tr>
<td>Annualized academic employees</td>
<td>3. May develop her or his own form with agreement from the</td>
</tr>
<tr>
<td></td>
<td>appropriate AAd</td>
</tr>
<tr>
<td></td>
<td>4. If the academic employee and AAd cannot agree, then option</td>
</tr>
<tr>
<td></td>
<td>1 or option 2</td>
</tr>
<tr>
<td>Probationary (tenure-track) academic</td>
<td>Use standard forms (Appendices B1 and B2)</td>
</tr>
<tr>
<td>employees</td>
<td></td>
</tr>
<tr>
<td>Adjunct academic employees</td>
<td></td>
</tr>
</tbody>
</table>

C. All standard, modified, or employee-generated assessment instruments will include the introductory statement listed in Appendix B2, Instructions for Conducting Student Evaluations.

D. Appropriate support staff will prepare packets for the class selected by the AEe. The packets consist of pre-printed assessment envelopes, sufficient copies of the form for each student in the class, and a copy of Appendix B2, Instructions for Conducting Student Evaluations.

E. The academic employee will request a volunteer to read the opening statement, hand out the forms, and collect them afterward. The academic employee will then leave the room.
F. Prior to handing out assessment forms, the volunteer must read the statement in Appendix B2 in its entirety. The volunteer must be available to stay throughout the class session to collect the completed assessments and be able to deliver them in the sealed envelope to the appropriate AAd’s office immediately following the assessment. **Forms are not to be returned to the faculty member or department chair.**

G. To ensure the anonymity of the student evaluators as well as the academic employee, it is the appropriate AAd’s responsibility to ensure ratings are summarized and handwritten comments transcribed in a confidential manner. Compiling of ratings and transcription of comments shall not be delegated to work study students.

H. The appropriate AAd provides copies of the typed comments and the numeric summary to the academic employee, including AAd comments (as appropriate), as soon as possible, but not later than the end of the following quarter.

Original forms as filled in by students are retained in the division files in accord with Article 10, Section 6.
APPENDIX B – 2 – Instructions for Student Evaluation of Academic Employees

Instructions for Conducting Student Evaluations

Faculty Member __________________________________________
Course (number and section) ______________________________
Date of Student Evaluation ________________________________

INSTRUCTIONS TO THE FACULTY MEMBER BEING EVALUATED
1. Select an appropriate volunteer who will read the introductory statement, stay in the classroom until all of the evaluations are turned in, collect all evaluations and put them in the envelope, seal envelope, and take evaluation packet to the appropriate administrative office immediately following the class.
2. The faculty member being evaluated will leave the room during the time students are completing the evaluation instrument.

INSTRUCTIONS TO VOLUNTEER
1. Hand out evaluations
2. Read the introductory statement:

INTRODUCTORY STATEMENT

Purpose
This evaluation is meant to determine your perception of the instructor’s teaching performance in this course.

Anonymity
• In order to encourage honest and candid responses, you should remain anonymous.
• Therefore, do not write your name on the evaluation.
• Your responses will be typed before your instructor sees them.

The Rating
• Please circle or cross out the number that best represents your rating for each of the statements. “7” is the highest rating, and “1” is the lowest rating. “NA” means that you did not observe or do not believe the statement applies to this class. You may use either a pencil or a pen to mark your response.
• If there are open-ended questions, please answer them to the best of your ability, using the back of the form if necessary. You may also make comments or suggestions of your own, also using the back of the form if necessary.
• Please take the time to complete these questions and make comments. The instructor appreciates your specific responses.

3. Hand out evaluations and keep a copy for yourself.
4. Remain in the classroom until all evaluations are completed and turned in.
5. Collect all evaluations and put in the envelope; seal envelope.
6. Take evaluation packet to the office or room number indicated below, immediately following the class. **DO NOT RETURN TO THE FACULTY MEMBER BEING EVALUATED OR THE DEPARTMENT CHAIR.**

Return to: (Name – Room - Building) (do not return to any other individual)
APPENDIX B – 3A – Student Evaluation Distance Learn

STUDENT EVALUATION – Distance Learning

Course Title ________________________________ Instructor Name ________________________________

College ________________________________ Date ________________________________ Time of Day ________________________________ Year/Quarter ________________________________

TO THE STUDENT: Your instructor and those making faculty assignments wish to obtain your opinion regarding the quality of instruction in this course. The information will be used primarily for professional development. Please be fair and objective in filling out this form.

The following statements reflect various ways instructors and courses can be described. Circle the number which most nearly represents your opinion. If you have no basis for responding to a particular statement, circle NA. This form is kept confidential and comments are typed prior to review.

1) On the average, how many hours per week, have you spent on this course?

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>0-5</th>
<th>6-11</th>
<th>12-15</th>
<th>16-21</th>
<th>Over 21</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

2) The instructor presented clear course expectations.

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

3) The course objectives were consistently pursued.

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Average</td>
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<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Superior</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

4) The instructor provided clear assignments and instruction.

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>NA</td>
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<tr>
<td>Average</td>
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<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Superior</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

5) The instructor usually responded to questions:

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Seldom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Within 2 weeks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Within 1 week</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Within 48 hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

6) The instructor provided appropriate feedback.

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Average</td>
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<td></td>
<td></td>
<td>NA</td>
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<tr>
<td>Superior</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

7) Instructional materials were appropriate and relevant.

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

8) Your overall opinion of the instructor’s facilitation of your learning was:

<table>
<thead>
<tr>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NA</td>
</tr>
<tr>
<td>Average</td>
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<td></td>
<td>NA</td>
</tr>
<tr>
<td>Superior</td>
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<td></td>
<td></td>
<td>NA</td>
</tr>
</tbody>
</table>

COMMENTS ABOUT THE INSTRUCTOR

1. What did you like best about this instructor’s facilitation of your learning?

2. What could the instructor have done to improve your learning?

3. Since your evaluation of the instructor is very important, please feel free to use the additional space to address any other comments.

A supplemental student questionnaire related to support services and promotion of distance learning courses also is available.
APPENDIX B – 3B – Student Evaluation - Instructor and Course

STUDENT EVALUATION – Instructor and Course

Course Title

College ____________________________ Instructor Name ____________________________

Date __________ Time of Day ________ Year/Quarter __________

TO THE STUDENT: Your instructor and those making faculty assignments wish to obtain your opinion regarding the quality of instruction in this course. The information will be used primarily for professional development. Please be fair and objective in filling out this form.

The following statements reflect various ways instructors and courses can be described. Circle the number which most nearly represents your opinion. If you have no basis for responding to a particular statement, mark NA. This form is kept confidential and comments are typed prior to review.

1) Instructor made expectations clear
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

2) Course objectives were consistently pursued
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

3) Instructor was well-prepared
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

4) The course work (assignments, activities and labs) was relevant to the course
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

5) Through this course I increased my knowledge and/or competence
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

6) The instructor presented the material clearly
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

7) Instructor had a positive attitude toward students
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

8) Instructor was available to students
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

9) Instructor had high expectations/standards for me as a learner
   Hardy Ever Generally Almost Always NA
   1 2 3 4 5 6 7

10) Overall opinion of the instructor's teaching
    Poor Average Superior NA
     1 2 3 4 5 6 7

11) Overall opinion of the course
    Poor Average Superior NA
     1 2 3 4 5 6 7

12) 
    Poor Average Superior NA
     1 2 3 4 5 6 7

13) 
    Poor Average Superior NA
     1 2 3 4 5 6 7

14) 
    Poor Average Superior NA
     1 2 3 4 5 6 7

15) 
    Poor Average Superior NA
     1 2 3 4 5 6 7

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COMMENTS ABOUT THE INSTRUCTOR

1. What did you like best about this instructor's teaching?

2. What could this instructor have done to improve your learning?

COMMENTS ABOUT THE COURSE

1. What did you like best about this course?

2. How could this course be improved?

OTHER COMMENTS
# APPENDIX B – 3C – Student Evaluation - Counselors

## STUDENT EVALUATION - Counselors

**Community Colleges of Spokane**

<table>
<thead>
<tr>
<th>College</th>
</tr>
</thead>
</table>

**Year/Quarter** | **Counselor Name** | **Date** |
|-----------------|--------------------|----------|

**TO THE STUDENT:** Your counselor and those making counseling assignments wish to obtain your opinion regarding the quality of counseling you have received at CCS. The information will be used primarily for professional development. Please be fair and objective in filling out this form.

The following statements reflect various ways counselors can be described. Circle the number which most nearly represents your opinion. If you have no basis for responding to a particular statement, circle NA. The form itself is kept confidential, and any comments are typed prior to review.

<table>
<thead>
<tr>
<th>1) The ways the counselor provided me with information about requirements for a degree or certificate were</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2) The counselor assisted me in clarifying my goals in ways that were</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3) The counselor referred me to other resources and services</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardly Ever</td>
<td>Generally</td>
<td>Almost Always</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4) The counselor seemed attentive to me as an individual</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardly Ever</td>
<td>Generally</td>
<td>Almost Always</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5) My questions were answered by the counselor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardly Ever</td>
<td>Generally</td>
<td>Almost Always</td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>6) The counselor's efforts to try to help me were</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7) The counselor's efforts to help me identify the steps to reach my goals were</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>8) The ways the counselor assisted me with my individual needs were</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
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</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9) The counselor referred me to other resources off campus in a way that was</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10) The counselor showed respect for my point of view</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardly Ever</td>
<td>Generally</td>
<td>Almost Always</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>11) The counselor treated me fairly and politely</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardly Ever</td>
<td>Generally</td>
<td>Almost Always</td>
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<thead>
<tr>
<th>12)</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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</tbody>
</table>

**WRITE ADDITIONAL COMMENTS ON BACK**
APPENDIX B – 3D – Student Evaluation - Librarians

STUDENT EVALUATION - Librarians

<table>
<thead>
<tr>
<th>College</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year/Quarter</td>
<td>Librarian name</td>
</tr>
<tr>
<td>Date</td>
<td>Class</td>
</tr>
</tbody>
</table>

TO THE STUDENT: Your librarian and those making library assignments wish to obtain your opinion regarding the quality of the library services you have received at CCS. The information will be used primarily for professional development. Please be fair and objective in filling out this form.

The following statements reflect various ways librarians can be described. Circle the number which most nearly represents your opinion. If you have no basis for responding to a particular statement, circle NA. The librarian will not see this form. The form itself is kept confidential and any comments are typed prior to review.

<table>
<thead>
<tr>
<th>1) The librarian was well-prepared.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) The librarian presented the material clearly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>NA</td>
</tr>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>3) The librarian made information relevant to my assignment or research needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>NA</td>
</tr>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
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</tr>
<tr>
<td>4) This presentation has increased my confidence in approaching my assignment or research needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>NA</td>
</tr>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5) The librarian had a positive attitude toward students.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>NA</td>
</tr>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6) The librarian was receptive to student questions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>NA</td>
</tr>
<tr>
<td>Poor</td>
<td>Average</td>
<td>Superior</td>
<td></td>
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</tbody>
</table>

WRITE ADDITIONAL COMMENTS ON BACK
# APPENDIX C – 1A – Probationary Academic Employee Performance Evaluation Report: Instruction

## PROBATIONARY ACADEMIC EMPLOYEE PERFORMANCE EVALUATION REPORT: INSTRUCTION

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter: [ ] Fall [ ] Winter [ ] Spring [ ] Summer</th>
<th>Date</th>
</tr>
</thead>
</table>

Name: ____________________________________________

Probation year: [ ] 1 [ ] 2 [ ] 3

College: __________________________ Department: __________ Subject Field: __________

Rating: S = Satisfactory performance (comments and/or suggestions for improvement are optional)
R = Steps for improvement required (committee must specify)
N = Not observed or not applicable

<table>
<thead>
<tr>
<th>AREA EVALUATED</th>
<th>RATING</th>
<th>EXEMPLARY COMMENTS AND/OR SUGGESTIONS FOR IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instructional Skills</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Demonstrates competence in subject matter or area of assignment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Gives clear explanations, assignments, and directions; encourages an open learning atmosphere in the classroom.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Demonstrates proper implementation of course objectives.</td>
<td></td>
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<tr>
<td>4. Monitors individual student’s progress; maintains appropriate records; keeps students informed of their progress.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Effectively uses materials and resources.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee’s Relationship with Students</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shows respect and interest in students; shows consistency and fairness in dealing with students; demonstrates an understanding of differences in students’ abilities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is available at scheduled times for student conferences; is willing to provide assistance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Is actively involved in student consulting.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee’s Relationship to Administration, Faculty, and Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Works effectively with administration, faculty, and staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Offers to share professional knowledge.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Involved in the general system of the community college; attends faculty meetings—department, division, as well as campus.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Reacts positively to constructive suggestions from administration and/or colleagues.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ccs 1541 (05/15)  Marketing and Public Relations
<table>
<thead>
<tr>
<th>AREA EVALUATED</th>
<th>RATING</th>
<th>EXEMPLARY COMMENTS AND/OR SUGGESTIONS FOR IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee's Professional Characteristics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Demonstrates good judgment; uses discretion and tact in communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>concerning school and staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Demonstrates reliability in carrying out assignments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Follows established policies of college and district; works through</td>
<td></td>
<td></td>
</tr>
<tr>
<td>appropriate channels.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Demonstrates progress towards becoming an active contributor to the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>college/department.</td>
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<td><strong>Employee's Professional Improvement</strong></td>
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<tr>
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<td>classes, institutes, conferences, workshops, and/or work experience.</td>
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<td>2. Supports professional organizations relevant to his/her profession.</td>
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<td>3. Endeavors to implement improvement suggestions given in written form by</td>
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<td>the tenure committee.</td>
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<td>situations peripheral to academic assignment).</td>
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My signature below indicates that I have seen this evaluation. It does not necessarily indicate agreement with the findings.

Employee's signature

CCS 1641 (05/15)  Marketing and Public Relations

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APPENDIX C-1B – Probationary Academic Employee Performance Evaluation Report: Counselor

PROBATIONARY ACADEMIC EMPLOYEE
PERFORMANCE EVALUATION REPORT: COUNSELOR

Year ___________________________ Quarter: ☐ Fall ☐ Winter ☐ Spring ☐ Summer Date ________________

Name: _______________________________ Probation year: ☐ 1 ☐ 2 ☐ 3

College: ___________________________ Department ___________________________ Subject Field ___________________________

Rating: S = Satisfactory performance (comments and/or suggestions for improvement are optional)
R = Steps for improvement required (committee must specify)
N = Not observed or not applicable

<table>
<thead>
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<th>AREA EVALUATED</th>
<th>RATING</th>
<th>EXEMPLARY COMMENTS AND/OR SUGGESTIONS FOR IMPROVEMENT</th>
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</thead>
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<tr>
<td>Counseling Skills</td>
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</tr>
<tr>
<td>1. Refers students to appropriate resources and services.</td>
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<tr>
<td>2. Demonstrates ability to assess students’ needs, examine options and implement strategies for academic success.</td>
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<tr>
<td>3. Assist students in educational planning, career exploration and/or goal setting.</td>
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<tr>
<td>4. Is knowledgeable regarding degree and certificate requirements or assisting students in transitioning to college and career.</td>
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<tr>
<td>5. Demonstrates knowledge of and is able to communicate strategies for student success.</td>
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<tr>
<td>Employee’s Relationship with Students</td>
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<tr>
<td>1. Shows respect for and interest in students; shows consistency and fairness in dealing with students; demonstrates an understanding of differences in students’ abilities.</td>
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<tr>
<td>2. Is available at scheduled times for students conferences, is willing to provide assistance.</td>
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<tr>
<td>Employee’s Relationship to Administration, Faculty, and Staff</td>
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<tr>
<td>1. Works effectively with administration, faculty, and staff.</td>
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<tr>
<td>2. Offers to share professional knowledge.</td>
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<tr>
<td>3. Involved in the general system of the community college; attends faculty meetings—department, division, as well as campus.</td>
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<td>4. Reacts positively to constructive suggestions from administration and/or colleagues.</td>
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<td>RATING</td>
<td>EXEMPLARY COMMENTS AND/OR SUGGESTIONS FOR IMPROVEMENT</td>
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<tr>
<td>1. Demonstrates good judgment; uses discretion and tact in communications</td>
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<tr>
<td>concerning school and staff.</td>
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<tr>
<td>2. Demonstrates reliability in carrying out assignments.</td>
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<tr>
<td>3. Follows established policies of college and district; works through</td>
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<td>appropriate channels.</td>
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<td>4. Demonstrates progress towards becoming an active contributor to the</td>
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<tr>
<td>college/department.</td>
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<tr>
<td><strong>Employee's Professional Improvement</strong></td>
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</tr>
<tr>
<td>1. Maintains professional competency through participation in college classes,</td>
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<tr>
<td>institutes, conferences, workshops, and/or work experience.</td>
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<tr>
<td>2. Supports professional organizations relevant to his/her profession.</td>
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<tr>
<td>3. Endeavors to implement improvement suggestions given in written form by the</td>
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<tr>
<td>tenure committee.</td>
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<td>peripheral to academic assignment).</td>
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<td>Evaluators:</td>
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<td>☐ Non-tenure</td>
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Employee's signature

CCS 16-108 (05/15)
Marketing and Public Relations
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<th>RATING</th>
<th>EXEMPLARY COMMENTS AND/OR SUGGESTIONS FOR IMPROVEMENT</th>
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<tr>
<td><strong>Instructional Skills</strong></td>
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<tr>
<td>1. Demonstrates competence in subject matter or area of assignment.</td>
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<tr>
<td>2. Is well prepared and organized.</td>
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<tr>
<td>3. Gives clear explanations; encourages an open learning atmosphere in the classroom.</td>
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<tr>
<td>4. Tailors presentation to particular class and student level.</td>
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<tr>
<td>5. Effectively uses materials and resources.</td>
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<tr>
<td><strong>Employee’s Relationship with Students</strong></td>
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<td></td>
</tr>
<tr>
<td>1. Shows respect for and interest in students.</td>
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<tr>
<td>2. Communicates well with students.</td>
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<tr>
<td>3. Makes himself/herself easily accessible to students needing help.</td>
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Employee’s signature_________________________

CCS 16-107 (05/15)  Marketing and Public Relations
APPENDIX C - 2 – Academic Employee Performance Appraisal Summary

ACADEMIC EMPLOYEE PERFORMANCE
APPRAISAL SUMMARY

Appointment Type: □ Annualized □ Tenured

Employee’s name ___________________________________________  Department ________________

Administrator’s name _________________________________________

Date ___________________________  Last appraisal date ___________________________

Evaluation Materials Received

   a. Self-Evaluation  Date ___________________________

   b. Professional Activities Report(s)  Date ___________________________

   c. Student Evaluations  Date ___________________________

   d. Peer Evaluation  Date ___________________________

   e. Administrative Evaluation  Date ___________________________

   f. Tentative Professional Development Plan  Date ___________________________

I. Areas of Strength

II. Areas for Development
III. Immediate Administrator’s Comments (including how this academic employee supports the college’s core themes and meets other contractual and professional responsibilities)

Immediate administrator’s signature ___________________________ Date ______________

IV. Academic Employee’s Comments (optional)

Academic employee’s signature ___________________________ Date ______________
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<tr>
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<td>Administration of Justice</td>
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<td>4.</td>
<td>Adult Basic Education/ESL</td>
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<td>5.</td>
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<td>6.</td>
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<td>Automotive Collision and Refinishing Technician</td>
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APPENDIX E – Procedure for Reduction in Force (RIF)

1. Meeting to discuss details and develop alternatives if appropriate.

Pre-RIF Notification - Article 13 Section 2, a. and b.
[Step 2 must occur within ten (10) days.]

2. Determination of need of RIF and notice to AHE - Article 13 Section 5.a.

3. Chancellor - Article 13 Section 1.a., b., and c. OR 3. Board - Article 13 Section 1.d.
   a. Lack of adequate funding
   b. Elimination and/or reduction of programs, courses, or services
   c. Decreases in enrollment in a college or program
   d. A Washington SBCTC declaration of financial emergency pursuant to RCW 28B.50.873

4. Notification by Chancellor to AHE and employee of informal meeting - Article 13 Section 5.b.1. and 2.
   [Step 5 must occur within three (3) days.]

5. Informal meeting with each affected employee - Article 13 Section 5.b.1. and 2.
   [Step 6 must occur within ten (10) days.]

6. Decision by Chancellor and notification to employee - Article 13 Section 5.c.
   [Step 7 must occur within ten (10) days.]

7. Decision by employee of alternatives - Article 13 Section 5.d. [Step 8 must occur within ten (10) days if a formal proceeding is requested.]


9. Formal proceeding - Article 13 Section 5.e.

10. Review by board of trustees - Article 13 Section 5.f.

11. Notification of board decision - Article 13 Section 5.f.4.
    [Step 12 must occur within 30 days]

12. Right to appeal decision of board of trustees - Article 13 Section 5.g.

13. Dismissal - Article 13 Section 5.h.

APPENDIX F – Department Chair Election Procedure

A. Elected department chairs will serve two (2) years. The appropriate administrator shall call for an election at the end of that time utilizing the steps outlined in 2. below. The standard cycle is to have elections occur during the spring quarter for a department chair assignment to begin July 1.

B. Step 1 — Notification: The appropriate administrator shall notify the academic employees in the department and the appropriate AHE vice president of the pending election and call for nominations. The notice will include the following information:
   1) Term
   2) Eligible academic employees
   3) The current year’s annual stipend amount
   4) Duties to be assigned to the department chair (as outlined in Article 14, Section 2)
   5) Statement that rotation of department chairs is optional but is encouraged after three consecutive terms.

Step 2 — Applications: Nominations or application of eligible members of the department must be submitted in writing within five (5) working days of (Step 1) notification. Only full-time tenured academic employees from the department are eligible for nomination except for cases when no tenured academic employees are nominated or available.

Step 3 — Issuance of Ballot: The appropriate administrator will verify the eligibility of and alert all candidates of their nomination. An academic employee shall notify the appropriate administrator within three (3) working days if she or he wants her or his name removed from the ballot. Only those names remaining in nomination will be placed on a ballot and be eligible for election.

Step 4 — Ballot Distribution: Ballots must be prepared and distributed by the appropriate administrator to qualified members within three (3) working days following verification (Step 3).

Step 5 — Ballot Return: Voting will be by secret ballot; ballots must be received in a sealed envelope by the appropriate administrator within six (6) working days of distribution (Step 4).

Step 6 — Ballot Counting: Ballots will be counted within one (1) working day of their return (Step 5). The appropriate administrator and appropriate AHE vice president or their designees will be present to open, tally and certify the votes. If no academic employee has a majority of the votes cast, the two (2) top-ranked candidates will then be listed in alphabetical order on a final ballot. In the case of a tie vote, a second ballot will be prepared, and a vote taken within five (5) working days. In the case of two (2) tie votes, the appropriate administrator and the appropriate AHE vice president shall determine the winner by a flip of a coin in the presence of the two (2) candidates.
**Step 7 — Notification of Results:** The appropriate administrator shall first notify all candidates and then report in writing to the department members, the College President or IEL CEO, and the Human Resources Office the results of the election within one (1) working day of counting (Step 6).

C. If a permanent vacancy (e.g., resignation, illness, etc.) occurs, the appropriate administrator shall call for an election within thirty (30) days of that vacancy, with the newly elected chair serving for the remainder of the academic year. An election for a normal term will then occur in the spring. If a temporary vacancy occurs due to extended illness or granted leave, the appropriate AHE vice president shall be notified and the appropriate administrator shall call an election. The newly elected chair will serve during the vacancy only.

D. A recall petition signed by a majority of the department members will result in a new election any time after the elected department chair has begun serving the term of office.

E. All annualized academic employees who are assigned* to the department shall be eligible to vote. Any member of the department who has been denied tenure, has submitted early notice of intent to retire/separate under Article 15, or a probationary employee who has submitted a letter of resignation shall not be eligible to vote. In the event a member of the department is on a professional leave or leave of absence, a good faith effort to contact the member will be made by the appropriate AHE vice president or her or his designee, and the member’s vote recorded. The replacement for the employee on leave is not eligible to vote unless she or he was otherwise eligible. An academic employee eligible elsewhere in the district who has been selected for tenure-track employment in the department to begin in the next academic year is eligible to vote and a good faith effort to contact the replacement will be made by the appropriate AHE Vice President or her or his designee. Full-time tenured or tenure-track academic employees not assigned to the department but who have taught one-third (1/3) of a load (annualized) for the previous three (3) quarters (excluding summer quarter) will be eligible to vote. Adjunct academic employees with longevity or associate status per Article 24 shall have a full vote.

* A department assignment list will be developed and distributed each year. Until this list is developed, a department assignment will be based on the academic employee’s professional appointment contract.
# Department Chair Evaluation

## Community Colleges of Spokane

### DEPARTMENT CHAIR EVALUATION

**Please put comments on the back of this form.**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EXCEEDS MY EXPECTATIONS</th>
<th>MEETS MY EXPECTATIONS</th>
<th>BELOW MY EXPECTATIONS (requires comment)</th>
<th>NOT OBSERVED/NOT APPLICABLE</th>
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<tbody>
<tr>
<td><strong>Scheduling</strong></td>
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</tr>
<tr>
<td>Coordinate the schedules submitted by the department members and develop a proposed schedule for the department; review the proposed schedule with department members and with the appropriate administrator; submit final schedule to the appropriate administrator for approval; assist in coordinating class schedules with other departments for support classes; inform the department of any revisions to the schedule prior to publication</td>
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<tr>
<td><strong>Budget</strong></td>
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<tr>
<td>Coordinate gathering and communication of faculty input into the departmental budget development process; disseminate information provided by the appropriate administrator regarding ongoing budget maintenance to departmental faculty</td>
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<tr>
<td><strong>Adjunct Faculty</strong></td>
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<tr>
<td>Coordinate the employment of adjunct and hourly academic employees; facilitate, along with other full-time, tenured (if possible) divisional faculty, the evaluation of adjunct and hourly academic employees; include observation, student evaluation, and performance appraisal as appropriate</td>
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<tr>
<td><strong>Equipment</strong></td>
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<tr>
<td>Assist in establishing and maintaining a department equipment replacement schedule, when appropriate</td>
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<tr>
<td><strong>Meetings</strong></td>
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<tr>
<td>Conduct a minimum of two (2) departmental meetings per quarter; communicate the dates in advance to the appropriate administrator and department members. Attend meetings as scheduled by the appropriate administrator. Request additional meetings as the need arises.</td>
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<tr>
<td><strong>Textbooks</strong></td>
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<tr>
<td>Follow the textbook adoption guidelines; coordinate the ordering of all textbooks used for courses taught within the department</td>
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<tr>
<td><strong>Educational Integrity</strong></td>
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<tr>
<td>Provide ongoing evaluation of the department's offerings and stay informed of programs within the department; stay familiar, where appropriate, with advisory committee issues through either meeting attendance, committee minutes review or other means; facilitate departmental faculty in establishing and maintaining realistic educational standards, maintaining course content guidelines for courses offered in the department, becoming involved in curriculum evaluation and revision, seeking student opinion concerning the department; monitor prerequisites to ensure proper placement and consider related student appeals.</td>
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<tr>
<td><strong>Student Issues</strong></td>
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<tr>
<td>Serve as the first line of appeal for resolving conflicts between students and faculty; where appropriate, refer the student to the academic employee to discuss instructional complaints/issues; advise students regarding the appropriate venue/process for complaints involving harassment, discrimination and/or similar complaints; refer complaints to the dean when in the chair's best judgment, it is appropriate to do so.</td>
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<tr>
<td><strong>Program Coordination</strong></td>
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<tr>
<td>Consider and evaluate off-campus credit for transfer courses which parallel courses within their departments; coordinate on the job college schedules</td>
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<td><strong>Information Dissemination</strong></td>
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<tr>
<td>Promptly disseminate information received from administration to all members of the department, including faculty development opportunities</td>
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<td><strong>Department Representation</strong></td>
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<tr>
<td>Develops, writes and submits justifications for department-related issues including affiliated stipends, rewards and awards, position allocation, sabbatical requests, outcomes funding and related issues</td>
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</table>

**Additional Comments:**
APPENDIX G – Grievance Report Form

GRIEVANCE REPORT FORM

Distribute this form at each step to the following:
1. Chancellor
2. College president or vice president
3. Immediate supervisor
4. Human Resources Office (receives original signed copy)
5. AHE
6. Grievant

Copies of the Grievance Report Form are available from the AHE Grievance Committee and the Human Resource Office.

Grievant’s name ___________________________ Date filed ________________
Assignment ___________________________ Building ________________

STEP I

A. Date alleged grievance occurred ___________________________

B. 1. Specific factual basis of grievance

________________________________________________________________________

2. Specific provision(s) of contract allegedly violated

________________________________________________________________________

________________________________________________________________________

3. Remedy sought

________________________________________________________________________

Grievant’s signature ___________________________ Date __________________

AHE representative’s signature ___________________________ Date ________________

CCS 1645 (Rev. 05/15) Marketing and Public Relations
C. Date received by the college president or vice president

D. Disposition by the college president or vice president* [within fifteen (15) working days]

Signature of the college president or vice president

E. Date received by the AHE

F. Position of the grievant and the AHE* [within ten (10) days]

☐ Step I—answer satisfactory ☐ Step II—review desired

AHE representative’s signature

STEP II

A. Date received by the chancellor or her/his designee

B. Disposition by the chancellor or her/his designee* [within fifteen (15) working days]

Chancellor’s signature

C. Date received by the AHE

D. Position of the grievant and the AHE* [within twenty-five (25) working days]

☐ Step II—answer satisfactory ☐ Arbitration requested**

AHE representative’s signature

* Add additional page if necessary
** Requires signature of the AHE president or designee

CCS 1645 (Rev. 05/15)
Marketing and Public Relations
# APPENDIX H – Workloads by Discipline or Program

Effective Summer 2015

<table>
<thead>
<tr>
<th>COURSE ID</th>
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<th>CATEGORY</th>
<th>WEEKLY CONTACT HOURS</th>
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<td>AIRC</td>
<td>Heating, Ventilation, Air Conditioning and Refrigeration</td>
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<td></td>
<td>Non Credit</td>
<td>H</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>All Other Activities</td>
<td>H</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>All Corrections are G, except weekly contact hours will equal 30 per State Corrections contract</td>
<td>G</td>
<td>30</td>
</tr>
</tbody>
</table>

**NOTE 1:** Any classes in Category A, B, C, or D when taught in an open lab format will be a workload category of E.

**NOTE 2:** Category A, five (5) credit math classes in the SCC and SFCC math departments, are one-third (1/3 of a load). If there is mutual agreement between the faculty member and the appropriate administrator, various combinations of lecture/lab may be used as long as the end result is a five (5) credit course, and the course is calculated and paid as a one-third (1/3) load in Category A.

**NOTE 3:** Some disciplines have a mixture of workload categories. Refer to the Catalog Course Listing found under Administration/Institutional Research on the CCS Intranet for workload categories of specific courses.

**Procedure for Consideration/Determination of Workload Changes**

1. Each college’s curriculum committee will follow their approved procedures as stipulated and act as the review and mandatory approval entity for submitted curriculum including, but not limited to, course title, course outline, course description, course learning outcomes, ripple effects, typical student schedule, and as charged, workload categories.
2. The curriculum committee, as part of its deliberation, will reference workload categories as listed in the Master Contract.

3. The curriculum committee will review the workload category submitted on the Course Information Sheet, and if there is no concern brought forward by the instructor initiating the curriculum, department chair, dean, chief academic officer, or the curriculum committee itself, the category is approved as submitted.

If the appropriateness of the workload category assignment is questioned by any of the above stated parties the curriculum committee will send their recommendation on workload category assignment, along with a statement of rationale to the CCS Workload Category Review Committee.

4. The district-wide CCS Workload Category Review Committee, composed of four AHE representatives and four administrators who serve through the duration of the current Master Contract, will:
   a. Take into account, at a minimum, curriculum packets forwarded by the curriculum committee, the fiscal implications of proposed changes, and any other written information provided;
   b. Meet with any interested party prior to making a workload category determination;
   c. Suggest modifications to the curriculum committee’s recommendation and/or regarding implementation of that recommendation (e.g. scheduled or staged implementation); and
   d. Submits its decision to the Chancellor and the CCS/AHE President for consideration and final action.

5. If the committee cannot come to consensus on a recommendation, the request is referred to the next bargaining session.
APPENDIX I – Professional Certification Activities Report Form

PROFESSIONAL IMPROVEMENT/DEVELOPMENT UNITS
PROFESSIONAL/TECHNICAL CERTIFICATION ACTIVITIES
REPORT FORM

<table>
<thead>
<tr>
<th>Description of activity</th>
<th>Expected Completion Date</th>
<th>Actual Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>(If it is a repeated activity, justify how it differs from the previous request.)</td>
<td></td>
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</tr>
</tbody>
</table>

Index*    | Describe how activity advanced your professional development plan

*Professional/Technical Certification Activities: Using the attached reference index, provide the link to the five-year plan.

Documentation must be attached upon completion for evaluation of pro/tech certification.

Applicant’s signature __________________________ Date __________________________

Dean’s signature __________________________ Date __________________________

Evaluation to be completed by chief professional/technical administrator

Certification Activity awarded by __________________________ Date __________________________

Chief professional/technical administrator’s signature __________________________

Pro/Tech Certification

Activity awarded for __________________________

CCS 1611 (05/15) Marketing and Public Relations

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APPENDIX J – Professional Development Plan

PROFESSIONAL DEVELOPMENT PLAN

Name __________________________

Plan timeline: FROM ______________ TO ______________

College/unit __________________________ Department __________________________

1. The certification process for professional-technical/dually certified academic employees includes assessing the attainment of the standards contained in the professional-technical skill standards listed on the reverse of this form, and the completion of this professional development plan.

   The certification process for professional-technical/dually certified faculty also requires the attainment of five (5) activities within a five (5) year period of time for the renewal of standard certification. The professional development plan identifies those skill standards and priorities for professional growth and certification. Faculty need to delineate certification activities per the instructions on the reverse of this document.

   The undersigned have assessed and considered all required skill standards and have identified the following as professional growth priorities for this certification period.

   1. Activity (describe)

      Outcome anticipated:

      Anticipated completion date ______________
      If appropriate, the skill standard(s) addressed (see index):

      2. Activity (describe)

      Outcome anticipated:

      Anticipated completion date ______________
      If appropriate, the skill standard(s) addressed (see index):
3. Activity (describe)

Outcome anticipated:

Anticipated completion date
If appropriate, the skill standard(s) addressed (see index): A B C D E F G H I J

4. Activity (describe)

Outcome anticipated:

Anticipated completion date
If appropriate, the skill standard(s) addressed (see index): A B C D E F G H I J

5. Activity (describe)

Outcome anticipated:

Anticipated completion date
If appropriate, the skill standard(s) addressed (see index): A B C D E F G H I J

Academic employee ___________________________ Date ___________________________ 

Dean ___________________________ Date ___________________________

Route to: chief professional/technical officer

CCS 1699 (Rev. 05/15) 
Marketing and Public Relations
Criteria for Approval of Professional/Technical Activities For Certification

To maintain standard certification, professional/technical academic employees and the appropriate administrator must mutually develop and the chief professional/technical administrator must approve a professional development plan consistent with the provisions of WAC 131-16. The academic employee must complete the plan prior to the next 5 year cycle as a condition of employment.

The professional development plan shall identify the skill priorities for that professional/technical academic employee's professional growth. A plan to achieve the skill priorities shall be developed for each five-year cycle. The plan shall address, at a minimum, the academic employee's ability to provide student instruction, manage learning environments and develop outcomes, assessments and curricula. The plan shall require completion of no fewer than five professional development activities that support achievement of the skill priorities identified in the professional development plan. The plan shall identify each activity(ies) anticipated measurable outcome. One activity may apply to multiple skill priorities. It is the responsibility of the academic faculty member to describe how the activity achieves the priority(ies) and the responsibility of the chief professional/technical administrator to certify achievement.

<table>
<thead>
<tr>
<th>Index</th>
<th>Skill Standards</th>
<th>#</th>
<th>Suggested/Possible Activities</th>
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<tbody>
<tr>
<td>A</td>
<td>Manage Learning Environments</td>
<td></td>
<td><strong>A1</strong> Obtain required equipment, systems, tools, supplies, and materials</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td><strong>A2</strong> Set up instructional systems, equipment and/or tools</td>
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<td></td>
<td></td>
<td></td>
<td><strong>A3</strong> Maintain instructional systems, equipment and/or tools</td>
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<td></td>
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<td></td>
<td><strong>A4</strong> Develop a growth and replacement plan for systems, equipment and/or tools</td>
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<td></td>
<td><strong>A5</strong> Supervise learning environments</td>
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<td></td>
<td></td>
<td><strong>A6</strong> Research, select, and evaluate off-campus learning environments</td>
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<td></td>
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<td></td>
<td><strong>A7</strong> Evaluate and monitor the safety of the instructional areas and practices</td>
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<tr>
<td>B</td>
<td>Develop outcomes, assessments and curricula</td>
<td></td>
<td><strong>B1</strong> Identify, evaluate, and modify current outcomes</td>
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<tr>
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<td></td>
<td></td>
<td><strong>B2</strong> Create, evaluate, and modify curriculum</td>
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<td></td>
<td></td>
<td></td>
<td><strong>B3</strong> Create, evaluate, and modify assessments</td>
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<td></td>
<td><strong>B4</strong> Implement curriculum, outcomes, and assessments</td>
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<td><strong>B5</strong> Integrate curriculum with other faculty in the department and in other instructional areas</td>
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<td>C</td>
<td>Develop and review programs</td>
<td></td>
<td><strong>C1</strong> Develop, review, and update program course plan</td>
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<tr>
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<td><strong>C2</strong> Recruit &amp; work with advisory committee &amp; employers to meet changing needs of the program</td>
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<td><strong>C3</strong> Identify, evaluate, and modify program outcomes and assessments</td>
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<td><strong>C4</strong> Identify and develop core and support courses</td>
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<td><strong>C5</strong> Maintain (or obtain) program accreditation</td>
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<td><strong>C6</strong> Research, identify, evaluate, and implement current industry standards and trends</td>
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<td><strong>C7</strong> Coordinate program development with other college programs and institutions</td>
</tr>
<tr>
<td>D</td>
<td>Provide student instruction</td>
<td></td>
<td><strong>D1</strong> Prepare and/or gather current instructional materials and equipment</td>
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<td><strong>D2</strong> Provide individual and group instruction</td>
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<td><strong>D3</strong> Initiate, develop, and implement student assessments</td>
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<td><strong>D4</strong> Modify instructional material &amp; methods based on student &amp; industry assessments and feedback</td>
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<tr>
<td>E</td>
<td>Provide support and guidance to students</td>
<td>E1</td>
<td>Respond to student needs</td>
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<td></td>
<td>E2</td>
<td>Provide information or referrals to meet student needs</td>
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<td>E3</td>
<td>Assist students with job placement</td>
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<td>E4</td>
<td>Provide academic advising</td>
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<td>Provide career advising</td>
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<td>E6</td>
<td>Serve as student activity advisor as applicable</td>
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<tr>
<td>F</td>
<td>Perform administrative duties</td>
<td>F1</td>
<td>Perform documentation and record keeping duties</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F2</td>
<td>Record and submit student grades</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F3</td>
<td>Serve on departmental and college committees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F4</td>
<td>Provide input for program, schedules, and college publications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F5</td>
<td>Develop and manage budgets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F6</td>
<td>Research and assist with writing and implementing grants and targeting financial resources</td>
</tr>
<tr>
<td>G</td>
<td>Create and maintain a professional environment</td>
<td>G1</td>
<td>Collaborate with college staff, faculty and students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G2</td>
<td>Work with program advisory committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G3</td>
<td>Serve on department and college committees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G4</td>
<td>Maintain current knowledge of the field</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G5</td>
<td>Participate in professional networking</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G6</td>
<td>Develop a professional development plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>G7</td>
<td>Promote a professional instructional environment</td>
</tr>
<tr>
<td>H</td>
<td>Promote the program and recruit students</td>
<td>H1</td>
<td>Participate in campus and community events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H2</td>
<td>Serve on high school advisory committees, Tech Prep consortia, and/or community organizations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H3</td>
<td>Develop promotional plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H4</td>
<td>Provide information for prospective students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H5</td>
<td>Develop and manage public relations information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>H6</td>
<td>Perform recruiting activities</td>
</tr>
<tr>
<td>I</td>
<td>Learn and adapt new technologies</td>
<td>I1</td>
<td>Obtain and maintain certification on program-specific technology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I2</td>
<td>Mentor, orient, and support new and part-time faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I3</td>
<td>Identify, evaluate and implement emerging technologies according to industry needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I4</td>
<td>Identify, evaluate, and implement new instructional technologies</td>
</tr>
<tr>
<td>J</td>
<td>Perform program management functions</td>
<td>J1</td>
<td>Perform documentation and record keeping duties</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J2</td>
<td>Mentor, orient, and support new and part-time faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J3</td>
<td>Develop criteria, recruit, and make recommendations regarding hiring of faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J4</td>
<td>Manage instructional and program assistants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J5</td>
<td>Develop and manage budgets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J6</td>
<td>Research and assist with writing and implementing grants and targeting financial resources</td>
</tr>
</tbody>
</table>
APPENDIX K – MOU Regarding Budget Development Informational Committee

MEMORANDUM OF UNDERSTANDING
Between the
COMMUNITY COLLEGES OF SPOKANE
And the
CCS ASSOCIATION FOR HIGHER EDUCATION

Whereas, the parties recently completed negotiations leading to a successor Master Contract to be effective for the term of July 1, 2001, to June 30, 2004, and

Whereas, as a part of those negotiations the parties discussed a mutual interest in continuing the development of faculty understanding of the CCS budget development process, and

Whereas, the parties previously determined that an effective mechanism to achieve the above mutual interest was the establishment of a budget development committee, whose purpose would be to learn about the budget development process through regular meetings during the time when the budget is being developed each year, and to have the members of that committee work with their constituency in answering related questions, addressing related issues, and generally building a better understanding of the CCS budget, and

Whereas, it was agreed as a part of the negotiation process that such a committee should be formed for the term of this contractual period, to begin with the development of the 2002-03 budget.

Now, therefore, the parties agree as follows:

A budget development committee comprised of at least three CCS academic employees of AHE’s choosing and a liaison of the Budget/Finance Office will be formed to meet on a regular basis during budget development to learn about CCS budget development and, specifically, about the process and issues related to that fiscal year’s budget. Committees will continue to be formed in the same manner and with the same charge throughout the term of the 2001-04 Master Contract. Nothing in this agreement will preclude the committee from also including other stakeholders or constituency group representatives.

[Signature]
Christine Johnson
Chancellor

[Signature]
Carla Maccaforo-Sinclair
CCSAHE President

5/15 5/15

(MOU# OR20150605)
APPENDIX L - 1 - Adjunct Faculty Classroom Observation

### Community Colleges of Spokane

#### ADJUNCT FACULTY CLASSROOM OBSERVATION

<table>
<thead>
<tr>
<th>Observer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructor Observed</th>
<th>Course Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Topic(s) Presented:**

**Voice Quality:**

**Style, Mannerisms:**

**Clarity of Presentation:**

**Ability to Hold Student’s Interest:**

**Speed/Pace of Presentation:**

**Use of Visual/Other Teaching Aids:**

**Knowledge of Material:**

**Receptiveness to Students’ Questions:**

**Seeks Student Feedback:**

**Ability to Gauge Level of Student Understanding:**

**Attitude Toward Students:**

**Classroom Atmosphere:**

**Other Observations:**

---

I have discussed this observation with the adjunct faculty and have informed them that the dean will place this observation in his/her division file.

<table>
<thead>
<tr>
<th>Signature of Observer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

My signature below indicates that I have seen this observation. It does not necessarily indicate agreement with the contents.

<table>
<thead>
<tr>
<th>Adjunct faculty’s signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CCS 16-163 (Rev. 05/15)  Marketing and Public Relations
## ASSOCIATE FACULTY FORMAL EVALUATION

Completed by Appropriate Administrator

<table>
<thead>
<tr>
<th>Associate Academic Employee Evaluated</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Appropriate Administrator</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>EXCEEDS EXPECTATIONS</th>
<th>MEETS EXPECTATIONS</th>
<th>BELOW EXPECTATIONS (requires comment to be attached)</th>
<th>NOT APPLICABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Displays a competence in assigned subject matter and arrives well prepared</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Provides timely, accurate and appropriate feedback to students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Maintains an appropriate learning environment and manages classroom</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Provides clear explanations, assignments and directions to students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Evaluates student progress regularly and provides appropriate feedback</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Maintains appropriate student records</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Demonstrates proper use of class/lab time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Effectively uses instructional equipment, materials and resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Demonstrates respect for/interest in students</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Demonstrates a professional attitude and behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Reacts positively to constructive suggestions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Works effectively with administration, faculty and staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Follows established procedures and exercises responsible stewardship of assets/resources</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I have discussed this evaluation with the associate academic employee, provided him/her a copy, and have informed him/her that it will be placed in the official personnel file.

<table>
<thead>
<tr>
<th>Signature of Appropriate Administrator</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

My signature below indicates that I have seen this evaluation. It does not necessarily indicate agreement with the contents.

<table>
<thead>
<tr>
<th>Associate academic employee's signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CCS 16-102 (Rev. 05/15)
## Example Worksheet Demonstrating Increment Movement

<table>
<thead>
<tr>
<th>Gate</th>
<th>Cumulative PIUs</th>
<th>Years of FT Experience</th>
<th>Master Contract 05–08</th>
<th>After Fall '09</th>
<th>Years on Step</th>
<th>Four Trainings on Step</th>
<th>Annual Activities Report</th>
<th>Fall '09 Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>285</td>
<td>10, 11, 12</td>
<td>I</td>
<td>Skip if Master's/4 years exp</td>
<td>8</td>
<td>2</td>
<td></td>
<td></td>
<td>$55,417</td>
</tr>
<tr>
<td>300</td>
<td>13, 14, 15</td>
<td>J</td>
<td>Skip if Doctorate/8 years exp</td>
<td>9</td>
<td>2</td>
<td></td>
<td></td>
<td>$57,419</td>
</tr>
<tr>
<td>315</td>
<td>16, 17, 18</td>
<td>K</td>
<td></td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
<td>$58,421</td>
</tr>
<tr>
<td>330</td>
<td>19, 20, 21</td>
<td>L</td>
<td></td>
<td>11</td>
<td>3</td>
<td></td>
<td></td>
<td>$61,424</td>
</tr>
<tr>
<td>345</td>
<td>22, 23, 24</td>
<td>M</td>
<td></td>
<td>12</td>
<td>3</td>
<td></td>
<td></td>
<td>$63,426</td>
</tr>
<tr>
<td>360</td>
<td>24, 25, 26</td>
<td>N</td>
<td></td>
<td>13</td>
<td>3</td>
<td></td>
<td></td>
<td>$65,429</td>
</tr>
<tr>
<td></td>
<td>15 PIUs earned after '05</td>
<td>O</td>
<td>14</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>$67,431</td>
</tr>
<tr>
<td></td>
<td>15 PIUs earned after '05 unused</td>
<td>P</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$66,433</td>
</tr>
</tbody>
</table>

*Tenure step will reduce time to move

A thru G subject to tenure movement

Initial placement steps 1 thru 7 subject to tenure step

A thru G gate movement/merit criteria

Placement beyond 1 thru 3 must have agreement on gate movement

Post gate

Skip with additional earned degree

Movement with training and time on step
APPENDIX N – Informal Guidelines for Addressing Student Concerns

The following steps are to be followed by the student when seeking review of an informal concern involving a faculty member of Community Colleges of Spokane. The student is asked to remember:

1. This is an informal process, requiring no paperwork or forms. The intent is to establish a dialogue between the student and the faculty member that results in resolution of the concern.
2. Concern(s) must be initiated within 10 instructional days of the start of the quarter following the quarter during which the alleged action(s) occurred. An informal concern may be initiated in summer quarter if the faculty member and student mutually agree.
3. The review of concern(s) must proceed from the lowest level of review to higher levels of review.
4. The student will make reasonable effort to complete the informal concern process within 20 instructional days. The student has a right, with advance notice, to a supporter* during any meeting.
5. At any point during the informal process the department chair and/or dean may call an informal meeting between the student and faculty to attempt resolution.
6. Group concerns will not be considered.

Step 1: The student communicates with the faculty member with whom they have the concern and describes the concern. The faculty member has 5 instructional days to respond after hearing the student’s informal concern. There is no need for further action if the concern is resolved at Step 1.

Step 2: If the informal concern is not resolved at Step 1, the student next speaks with the faculty member’s department chair. The department chair will first ascertain if the student made attempts to contact the faculty member for step one resolution. If so, then the chair will attempt to facilitate an acceptable resolution between faculty member and student. The chair will have 5 instructional days to respond after hearing the student’s informal concern. There is no need for further action if the concern is resolved at Step 2.

Step 3: If the informal concern is not resolved at Step 2 and or is determined by the faculty member’s dean to be appropriately advanced to this step** the student next speaks with the dean. Upon the dean determining that appropriate steps were followed, the dean will attempt to informally resolve the concern. The dean will respond to the student within 10 instructional days of receiving the concern; the dean will inform the faculty member and department chair of the response. If the concern cannot be resolved at this informal level and the issue warrants formal action, the student may proceed to the Formal Process for Addressing Student Complaints.

Special Circumstances: If at any point during the concern process it’s determined the concern may involve violation of federal/state law or Board policy, the concern may be forwarded to the appropriate office.

*Supporter is a non-employee who provides support to the complaining student but otherwise does not speak or provide legal counsel on the student’s behalf
**The student may initiate the informal concern directly at Step 3 provided the cause for the student not proceeding through Step 1 and Step 2 is ascertained and found credible by the dean.

Formal Student Complaint Process: If a student concern has not been resolved to the student’s satisfaction following the informal resolution process, the student may file a formal complaint utilizing this form. The form must be submitted to the dean’s office within ten (10) instructional days of the dean’s Step Three response. Failure to do so causes the complaint to be denied as untimely.
APPENDIX N-1 - Formal Student Complaint Process Form

**Student Complaint**

Date of Dean’s Step Three Response to Informal Student Concern: _____________________________

Date of Student’s Formal Complaint: _____________________________

Student Statement/Complaint:

________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

_____________________________________________________________________________________ 

(attach additional pages as necessary)

**Dean Intake and Assessment:** The dean assesses the formal complaint and makes a determination of whether the complaint is appropriate for further consideration.

Date the Dean Received the Student’s Formal Complaint: _____________________________

- The student’s complaint is not appropriate for further consideration.
  - Notify the student in writing not later than ten (10) instructional days after receipt of the formal complaint. Attach response to this form. Complaint is terminated and may only be considered further by appeal to Vice President (see below).

  Date of Dean’s Determination Notification: _____________________________

- The student’s complaint is appropriate for further consideration.
  - Within ten (10) instructional days of receiving the formal complaint send a copy to the faculty member and AHE.

  Date Dean Forwarded Copy of Complaint to Faculty Member: _____________________________

**Faculty Response:** The faculty submits to dean a written response to the formal complaint within ten (10) instructional days of being notified by the dean. Attach written response to form. The faculty can either:

- assert the informal process was not followed, or
- provide the dean a written response to the complaint.

Date Faculty Member Received Dean’s Notification: _____________________________

Date of AHE Notification: _____________________________

Date of Faculty Member’s Response to Complaint: _____________________________
**Division Response:** A meeting to discuss the complaint and draft the division’s official response is scheduled by dean within ten (10) instructional days of receiving the faculty’s written response. Meeting includes the dean, faculty and AHE representative. Others may participate at the mutual agreement of the dean and faculty.

Date Dean Received Faculty Member’s Written Response: ________________________________

Date of AHE Notification: __________________________________________________________

Date of Division Response Meeting: ________________________________________________

The dean will provide the division’s formal response to the student within five (5) instructional days after the above meeting. Attach the response to this form. This serves as the official division response to the complaint.

**Vice President Appeal:** If the complaint is not resolved to the student’s satisfaction, she or he may appeal to the Vice President within ten (10) instructional days after the division’s response. The Vice President’s response will be attached to this form and serves as the college’s final official response to the complaint.

Date Student Filed Appeal to the VP: ________________________________

Date of Vice President Response: _________________________________________________

Date of AHE Notification: _______________________________________________________
APPENDIX O – Fraternization

CCS is committed to providing an environment conducive to individual development and learning. CCS and AHE recognize that a sexual or emotionally intimate relationship between academic employees and students, or between academic employees and those whom they supervise, may pose legal risks to the faculty member, student, third parties and the college. Accordingly, academic employees are prohibited from entering into a sexual or emotionally intimate relationship with anyone with whom they have a current supervisory or faculty/student relationship.

Limitations and Requirements

Sexual or emotionally intimate relationships between an academic employee and a student or academic employees and those whom they supervise may pose risks to the academic employee, student, subordinate, third parties, and department morale. A sexual or emotionally intimate relationship between an academic employee and a student or a subordinate can lead to a complaint of sexual harassment when the student or subordinate perceives he or she was exploited.

In addition, other academic employees or students may express concern about undue access or advantage, favoritism, restricted opportunities, or unfavorable treatment as a result of the relationship. To ensure that the advising, mentoring, evaluation, and supervision of students or subordinates are conducted fairly, academic employees are prohibited from entering into a sexual or emotionally intimate relationship with students or subordinates with whom they have a current ‘supervisory’ relationship.

For the purpose of this policy, the term ‘current’ is defined as within the last two (2) quarters and/or a reasonable anticipation that a supervisory role may exist in the next quarter.

The term ‘supervisory’ is defined as a position of power or authority. A ‘supervisory’ relationship may exist on or off campus in curricular, co-curricular, or extracurricular activities.

This policy does not apply to sexual or emotionally intimate relationships that are prohibited by law under RCW 9A.44 or relationships that violate discrimination or sexual harassment laws and policies.

Some professionals employed by the college (i.e. counselors, nurses, childcare workers and others) may have different, more stringent professional standards that must be met for continued licensure and/or certification. This does not preclude or replace any guidelines published by a particular professional organization. Community Colleges of Spokane expects its academic employees to abide by the guidelines of any professional organization to which they are members in addition to the standards set forth in this policy.

Definitions

Supervisory responsibility: any supervisory role perceived as a position of power or authority to include, but not limited to instruction, academic or club advising, coaching, service on tenure committees, oversight of internship, assignment of grades, evaluation or effective ability to recommend in an institutional capacity for employment, scholarships, rewards or awards. “Supervisory responsibility” may occur on or off campus, in curricular, co-curricular, or extracurricular activities.

Currently having a sexual or emotionally intimate relationship: generally, a sexual or emotionally intimate relationship has occurred within the recent past and/or is ongoing, or there exists a reasonable anticipation that a supervisory responsibility may exist in the immediate future.

Sexual or emotionally intimate relationship: an intimate, interpersonal relationship that involves physical or emotional intimacy.
Emotional intimacy: a deeply personal relationship, perpetuated by the academic employee, that is not physical but may or may not include conversations or messages of a sexual nature.

Declaration and Mitigation Process

To ensure the instruction, advising, mentoring, evaluation, and supervision of students or subordinates is conducted fairly, academic employees involved in sexual or emotionally intimate relationships with students or subordinates must report the relationship to the appropriate supervisor or dean with the intent to seek options to mitigate the potential conflict of interest.

This prohibition does not apply to marriage, registered domestic partners, and relationships that pre-dated either or both persons’ affiliation with the district.

The academic employee and supervisor/dean will develop a written plan that will describe the steps taken to ensure that there is no longer an actual, apparent, or perceptible impropriety. The written plan must be approved by the Human Resources Office.

Violations

In the event that the relationship is determined to be non-consensual, discriminatory, prohibited by law, or a conflict of interest exists, an investigation will be conducted by the Human Resources Office.

The action taken will be proportional to the severity of the offense as determined by the totality of the circumstances of the incident (the nature, frequency, intensity, location, context, method of discovery, and duration of the alleged behavior), the college’s policies and procedures, student handbook, and/or faculty negotiated agreement.

Retaliation

No academic employee or student shall suffer penalty or retaliation (including actions that may dissuade a reasonable person from reporting) for reporting a relationship. Retaliation against any person for bringing forward a concern or participating in the investigation of a complaint under this process, including creating a hostile work environment, forms independent grounds for taking appropriate disciplinary action.

Malicious and Frivolous Allegations

Community Colleges of Spokane will discipline members of the college community who knowingly make false or frivolous allegations of prohibited academic employee/student or supervisor/subordinate relationships. No compliant will be considered malicious or frivolous solely because it cannot be corroborated.
Glossary for Commonly Used Terms
For guidance only. Does not amend contract references or definitions.

Academic consulting - as used in Article 4, Section 4, to offer provide a student guidance and assistance within the academic employee’s expertise.

Academic employee — Any teacher, counselor, or librarian who is employed by CCS.

Accredited institution of higher education — An institution recognized as having met the quality standards of a reliable accrediting agency recognized by the U.S. Department of Education or listed as such by the Council for Higher Education Accreditation.

Adjunct and part-time hourly academic employees — All individuals not covered by annual contracted positions definition above, including annually contracted academic employees during such time that they are performing duties beyond those required to maintain full-time status.

Administrator — Individual designated by CCS to perform administrative duties 50 percent or more of the time. “Appropriate administrator” for personnel-related/performance decisions is the designated supervisor-of-record. “Appropriate administrator” for operational processes, including the gathering of materials supporting personnel-related/performance decisions, may be another administrator with delegated responsibility.

Annually contracted employees — Individuals who fill annually contracted positions and are issued annual contracts.

Civil duty leave — Leave granted to employees who are required to report for jury duty service, served a subpoena, or performing other civil duties, including but not limited to, fire-fighting, search and rescue, or donation of blood. Leave for a subpoena must be on the employer’s behalf or for a legal proceeding which is unrelated to the personal or financial matters of the employee.

Classroom – encompasses all sites where learning occurs, to include mediums that have no physical boundaries.

College in the High School – per RCW 28A.600.290, college-credit bearing courses taught by college-approved high school teachers, mentored by college academic employees to foster alignment of secondary and postsecondary curriculum.

Crosswalk - recognized tables showing equivalent course credit for industry, military or other professional training, licenses and certifications.

Derivative work - a new work which is based upon or which has evolved from an original work and which could not have been possible but for the original work. For example, a movie based upon a book is a derivative of the book.

Early College in the High School – courses offered to 11th and 12th grade students, usually at a high school or other offsite location, by college academic employees that allows the student to earn high school and college credit concurrently.
Emotional intimacy - a deeply personal relationship, perpetuated by the academic employee, that is not physical but may or may not include conversations or messages of a sexual nature.

eLearning - the use of electronic media, educational technology and information and communication technologies (ICT) in education. eLearning encompasses Online, defined as a course that uses web-based tools and where 100 percent of the instruction and interaction between instructor and student is done online (proctored exams still allow for this classification) and Hybrid, defined as a course that displaces some, but not all, face-to-face class time with web-based tools.

Exempt — Any individual designated by CCS to professional exempt, administrative or executive duties 50 percent or more of the time.

Flipped or Inverted Instruction – an pedagogical form of blended learning where students gain first exposure to new material outside of class, usually via reading or lecture videos, and then use class time, with the instructor’s personalized guidance and interaction, to assimilate that knowledge.

Faculty development leave — Leave granted for a specified period of time for the purpose of updating and/or developing knowledge, skills or abilities that add value to the organization.

FTEF — Full Time Equivalent Faculty

FTES — Full Time Equivalent Student

Hostile work environment — Hostile, disrespectful, or abusive speech and/or conduct that is severe or pervasive enough to create an intolerable environment in the opinion of a reasonable person.

In loco parentis - A legal doctrine describing a relationship similar to that of a parent to a child. It refers to an individual who assumes parental status and responsibilities for another individual, usually a young person, without formally adopting that person.

Leave without pay — Unpaid approved absence from work for a specified period of time for medical, family/parental, or other personal reasons.

Military leave — Leave of absence granted to report for active duty, active training duty, or fulfill an obligation to the uniformed services of the United States or the State of Washington.

OFM — Office of Financial Management

Paraprofessional — Employee who is employed to assist in certain academic functions, but not assigned professional teaching, counseling or librarian responsibilities except for classified employees performing duties in accordance with a state classification.

Personal leave — Contractually provided leave of absence, subject to advance supervisory approval.

Professional Activities Report (PAR) — as applicable to Article 10, produced by the academic employee every five years as part of the post-tenure evaluation process. Submitted to the appropriate administrator in preparation for post-tenure review. Can include or be a summary of the annual SPDAs (see below), but should be comprehensive given its use in the final evaluation.
**Professional leave** — Pre-approved leave provided for the purpose of sabbaticals or retraining.

**Release time** — Release from academic professional responsibilities to other assignments or projects which benefit the organization.

**Reassigned time** — Partial or complete assignment from current assignment to such other activities as, but not limited to special projects, research, curriculum projects, and staff development.

**Reconfiguring** - Differentiation of tasks and services in course design, delivery, and assessment such that responsibilities are spread among several academic employees who each specialize in one of the roles.

**RIF** — Reduction in Force

**SCC-Extension** - those units formerly part of the Institute of Extended Learning and now under the administrative structure of SCC.

**Seniority** — Status, priority, or precedence achieved by length of service at CCS.

**Sick Building Syndrome (SBS)** — a combination of ailments associated with an individual’s place of work or residence and is generally related to poor indoor air quality, caused by flaws in the heating, ventilation, and air conditioning (HVAC) systems. Other causes have been attributed to contaminants produced by outgassing of some types of building materials, volatile organic compounds, molds, improper exhaust ventilation of light industrial chemicals used within, lack of adequate air filtration or poor fresh air exchange.

**Sick leave** — An employee right exercised, subject to qualification, accrual and reporting. The leave provides paid release from work for reasons of personal or family illness or injury. May also be used for treatment and care related to the illness/injury.

**Student Supporter** (as applied to the student concern process) - non-employee who provides support to the complaining student but otherwise does not speak or provide legal counsel on the student’s behalf.

**Summary of Professional Development Activity (SPDA)** – as applicable to Article 19, Section 5, Paragraph B, a summary produced annually by an academic employees seeking step advancement. Written list, in no specific format, is submitted by the employee and acknowledged when received by the appropriate administrator. The SPDA is used for purposes of step movement qualification only and is not evaluated.

**Summer quarter for counselors/librarians** — Completion of up to 280 hours between the last day of spring quarter and the first day of fall quarter up to a maximum of forty (40) days. The specific assignment is based upon mutual agreement between the academic employees with primary assignments as counselors or librarians and the appropriate administrator.

**Tenured faculty** — Faculty holding a position on a permanent basis, subject to fulfillment of specified requirements outlined in the Master Contract.

**Unbundling** - Parsing or reassigning academic employee responsibilities to paraprofessionals, staff, subcontractors, or other non-academic employees.
**Work day** — Unit for professional responsibility, not measured by hours. For instructional employees the morning, afternoon and evening shall each be considered a time block. Such academic employees will not be assigned to more than two (2) consecutive time blocks in any one (1) day unless required to maintain a full load.

**Work year** — The number of contracted days for annually contracted academic employees shall be one hundred seventy-five (175) as scheduled in the approved college calendar.

**Workplace bullying** — The tendency of individuals or groups to use persistent aggressive, disrespectful or unreasonable behavior against another. It may include a combination of tactics creating the perception of personal attack, workplace ostracism, misuse of position and/or other intimidating behavior. Forms may include, but are not limited to e-mail, voice mail, web postings, or personal interactions.
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