

FACULTY HANDBOOK

Southwest Texas Junior College
2020 - 2021

Southwest Texas Junior College Policy Manual

Southwest Texas Junior College has enlisted the services of Texas Association of School Boards (TASB) to review and update all legal and local College Policies. These policies will be online for all college trustees, administrators, faculty and staff access. TASB will continually keep all legal policies updated and will add any new local policies approved by the Board of Trustees of SWTJC.

The manual is available on the SWTJC website and can also be found at the address listed below:

<http://pol.tasb.org/Home/Index/1174>

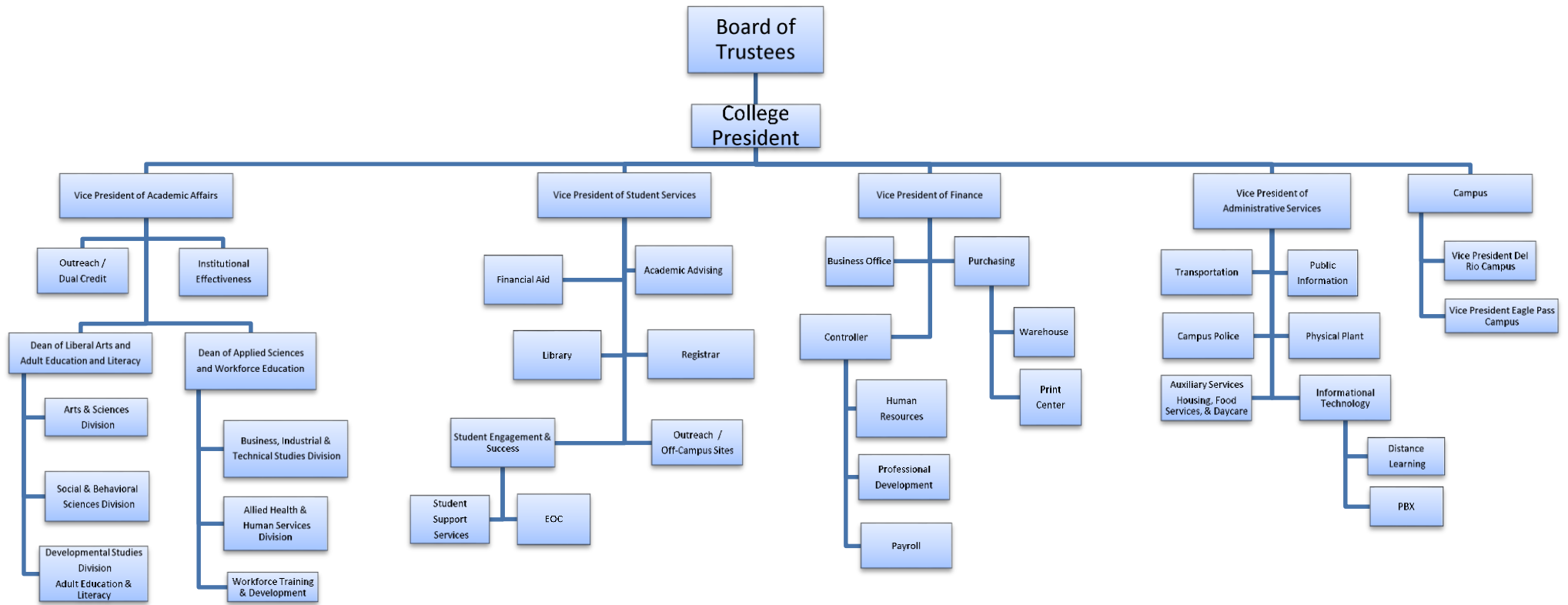
The items listed on the following page will be in the online manual. The manual has cross referencing and policies can be located by keying in a word or phrase, a policy code, or by using the browse index or section.

The Sexual Harassment Prevention training manual is on the college website. Each employee is responsible for completing the training, printing a certificate of completion and returning the certificate to the Human Resources Coordinator. All employees must have this training every two years with documentation in the personnel file.

SWTJC Policy Manual

Southwest Texas Junior College has enlisted the services of Texas Association of School Boards (TASB) to review and update all legal and local College Policies. These policies will be online for all college trustees, administrators, faculty and staff to access. TASB will continually keep all legal policies updated and will add any new local policies approved by the Board of Trustees of SWTJC. The manual is available on the SWTJC website and can also be found at the following web address: <http://pol.tasb.org/Home/Index/1174>

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| Academic Freedom | EJA (Local) |
| Affirmative Action | DAA |
| Board of Trustees | BA - BF |
| College President | BFA - BFD |
| Conflict of Interest/Intellectual Property Policy | DBD (Legal and Local) |
| Contract/Non-Contract Personnel | DCA (Legal and Local), DCB |
| Copyrighted Material | CT |
| Curriculum Design | EFA (Legal and Local) |
| Employee Rights & Privileges | DG |
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| Governance | BAA, BBE |
| Grading and Withdrawals | EGA |
| Grievance | DGBA (Legal and Local) |
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| Health Insurance | CKD |
| Hiring Practices | DC (Legal and Local) |
| Instructional Arrangements | ECC |
| Instructional Resources/ Copyrighted Materials | EDA, CT (Legal) |
| Instructional Workload | DJ |
| Intellectual Property | CT (Local) |
| Leaves and Absences | DEC |
| Miscellaneous Instructional Policy | EJA |
| Mission and Purpose | AD (Legal and Local) |
| Personal/Academic Conduct | DH |
| Personnel-Management Relations Employee Complaints | DGBA |
| Personnel Records | DBA |
| Recruitment and Selection | BF |
| Reduction in Force | DMC |
| Sexual Harassment | DIA |
| Professional Development | DK |
| Student Absences | FC |
| Substance and Alcohol Abuse | DH |
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| Termination/Non-Renewal | DM, DMC |
| Use of Tobacco Products | GFA (Local) |
| Workers' Compensation | CKE |



General Administration

**GENERAL ADMINISTRATION
PRESIDENT OF THE COLLEGE**

DUTIES AND RESPONSIBILITIES

The President of the College is responsible for the overall operation of the College District. The specific responsibilities of the office are to:

1. Act as executive officer of the Board of Trustees, charged with putting into effect its policies and regulations.
2. Act as executive officer of the faculty, charged with seeing that faculty policies and regulations are put into effect.
3. Bear responsibility of the Board of Trustees for the satisfactory government and administration of the college.
4. Participate in selecting a competent and harmonious teaching and administrative staff, and recommend their employment to the Board of Trustees.
5. Inform the Board of Trustees on all matters pertaining to the promotion, demotion, and dismissal of members of the teaching and administrative staff.
6. Represent the institution to its constituency, to the general public, and to educational groups.
7. Prepare and execute the annual budget for operation of the college.
8. Have ultimate control of the College District's fund-raising activities subject to Board approval of said activities.
9. Report to the Board of Trustees, to the standardizing agencies, and to the constituency of the college.
10. Foster the feeling of friendship and unity among teachers, administrators, the Board of Trustees, and the constituency of the College District.
11. Advance the long- range plans approved by the Board of Trustees to include students, facilities, staff, programs and revenue.
12. Act as an advisor for all College District construction.
13. Annually monitor and evaluate the progress of the College District toward achieving goals and objective necessary to perform its particular responsibilities contained in the mission statement.

**GENERAL ADMINISTRATION
PRESIDENT OF THE COLLEGE**

14. Promote awareness of the program quality to the Board of Trustees, the community, and to college personnel.
15. Maintain close communication with and serve as the administrative contact person for the chairs of the following committees:
 - a. Strategic Planning, Research, and Institutional Effectiveness Committee
 - b. Long Range Physical Plant Committee.
16. Chair the President's Cabinet and as chair, lead the institutional effectiveness process for the college.
17. Coordinate the completion of the IPEDS report to the U.S. Office of Education.
18. Perform other duties as may be assigned by the Board of Trustees.

Qualifications

Minimum Academic Qualification

- Master's Degree is required.
- Doctorate in a recognized academic discipline from a regional accredited institution is preferred.

Other Qualifications

- Experience as a successful senior-level administrator in a community college or other post-secondary institution.
- Experience and ability in a fiscal management.
- Successful faculty experience at a community college or other post-secondary institution.
- Demonstrate a commitment to the community college mission and student success.
- Knowledge of the accreditation process and a successful track record of participation in leading a college through the reaffirmation of accreditation.
- Administrative experience in institutional research and planning.
- Administrative experience in curriculum development.
- Administrative experience in strategic planning.
- Strong understanding of assessment of student learning outcomes, resource development and allocation, and personnel and faculty development.
- Accomplished written and oral communication skills, including strong computer skills.
- Demonstrate innovative educational leadership and planning.
- Knowledge of legislative processes and the ability to represent the college with local, regional, state and federal government groups and agencies.

VICE PRESIDENT OF STUDENT SERVICES DUTIES AND RESPONSIBILITIES

The Vice President of Student Services is generally responsible for all College functions and services traditionally associated with non-instructional efforts to support and develop the "whole student" during his/her college career. The specific responsibilities of this officer are to:

1. Supervise the student activities program.
2. Serve as foreign student advisor.
3. Supervise financial aid and veterans affairs.
4. Evaluate transcripts.
5. Supervise the counseling and testing programs.
6. Supervise the campus libraries.
7. Supervise the handling of students' course additions, drops and withdrawals.
8. Supervise and coordinate all facets of admission, registration, and other activities concerning students of college.
9. Assist the President with the monitoring and evaluation of the progress of the college toward achieving goals and objectives necessary to perform its particular responsibilities contained in the mission statement.
10. Provide for the coordination and oversight of institutional effectiveness processes and procedures in the respective areas of responsibility.
11. Maintain a close communication with and serves as the administrative contact person for various committees.
12. Perform other duties as may be assigned by the President.

**GENERAL ADMINISTRATION
VICE PRESIDENT OF STUDENT SERVICES**

Minimum Academic Qualifications

- Master's Degree in Student Personnel Services or Counseling/Guidance; or in a related field required.
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred.
- Three to five years supervisory experience in Higher Education.

Other Qualifications

- Computer skills.
- Excellent oral and written communication skills; bilingual preferred.
- Ability to interact with a diverse student population and a variety of individuals with different interest and backgrounds.
- Knowledge of history, role, mission of community colleges.
- Knowledge of student activities and housing programs.
- Knowledge of financial aid, grants, and scholarships.
- Knowledge of transcript evaluation.
- Knowledge and implementation of policies.
- Knowledge and of marketing and student recruitment.

**GENERAL ADMINISTRATION
VICE PRESIDENT OF ADMINISTRATIVE SERVICES**

DUTIES AND RESPONSIBILITIES

The Vice President of Administrative Services is responsible for directing, planning, managing, organizing and controlling all areas of Information Technology, Physical Plant, Public Information, Transportation, Auxiliary Services, Distance Learning and Campus Police. This includes the supervision of special projects assigned by the College President, not limited to Construction Projects.

1. Supervise the following departments, areas, and services:
 - a. Information Technology
 - b. Physical Plant
 - c. Public Information
 - d. Transportation
 - e. Distance Learning
 - f. Campus Police
 - g. PBX
 - h. Auxiliary Services
 - i. Student Housing
 - ii. Food Services
 - iii. Day Care
 - iv. Rodeo
 - v. Extramural Teams (Basketball/Cross Country)
2. Act as advisor to the College President in matters of college policy related to issues of administrative support, physical plant, campus security, and construction.
3. Provide strategic level vision and planning in the development, operation and maintenance of college wide information technology and electronic infrastructure.
4. Participate in the development of strategic plan and accreditation.
5. Enhance community relations.
6. Oversee all marketing and public information activities
7. Coordinate special events, news conference, and communication media, social and otherwise.
8. Oversee and manage the development, operation, and maintenance of all college construction projects. Serve as liaison between SWTJC, architects, contractors, city and county officials and utility companies.
9. Address disciplinary issues arising from Student Housing and campus activities.
10. Perform other duties as may be assigned by the President.

Minimum Academic Qualifications

- Master's Degree required
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred
- Three to five years of experience in higher education administration

Other Qualifications

- Team oriented approach focused on building relationships
- Ability to interact with diverse populations
- Ability to interact with community leaders
- Ability to prioritize activities and responsibilities
- Must have strong organizational skills
- Requires discretion, able to work under pressure
- Excellent written and oral communication skills

**GENERAL ADMINISTRATION
VICE PRESIDENT OF ACADEMIC AFFAIRS**

DUTIES AND RESPONSIBILITIES

The Vice President of Academic Affairs is generally responsible for supervision of the teaching personnel and the educational programs of the college. The specific responsibilities of the office are to:

1. Act as chief advisor to the President of the College in matters of college policy, particularly in instructional affairs.
2. Formulate educational policies and present them to the President and the faculty for consideration.
3. Preside over meetings of the faculty.
4. Direct attention of faculty members to changing educational thought and practice, particularly as they affect higher education.
5. Supervise, support, and collaborate with the Dean of Liberal Arts, the Dean of Applied Sciences, and the Director of Institutional Effectiveness.
6. Supervise curriculum, courses, and methods of instruction, and evaluate instruction.
7. Recruit new faculty members and cooperate with the Eagle Pass and Del Rio Campus Vice Presidents, Instructional Deans, and Division Chairs in the nomination of new members for the teaching staff, and make recommendations to the President regarding the promotion, demotion, or dismissal of members of the faculty.
8. Prepare reports of various kinds related to instructional personnel.
9. Make recommendations for improvements of the physical plant as it relates to the educational program.
10. Prepare the budget for instructional supplies and equipment.
11. Approve all requisitions for instructional supplies and equipment.
12. Prepare the schedule of classes in cooperation with the Division Chairs, Deans, Vice President of Eagle Pass and Del Rio, and Vice President of Student Services for day and evening classes.
13. Appoint faculty committees.
14. Calculate salaries each contract period for full-time and part-time faculty.
15. Approve faculty travel.

GENERAL ADMINISTRATION
VICE PRESIDENT OF ACADEMIC AFFAIRS

16. Approve exceptions in courses required for graduation.
17. Make exceptions in attendance at graduation.
18. Schedule all classrooms.
19. Coordinate the production of the college catalog.
20. Inspect classrooms and equipment at various times.
21. Verify that official transcript(s) and application form is received on all faculty members.
22. Prepare *Faculty Handbook*.
23. Organize opening Faculty Meeting each semester.
24. Maintain close contact with, and serves as the administrative contact person for the chairs of various committees.
25. Assist the President with the monitoring and evaluation of the progress of the college toward achieving goals and objectives necessary to perform its particular responsibilities contained in the mission statement.
26. Supervise Outreach Department.
27. Perform other duties as may be assigned by the President.

Minimum Academic Qualifications

- Master's Degree in Curriculum and Instruction or Master's degree and five years curriculum development at the collegiate level.
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred.
- Two years of full time teaching experience at the college level required.

Other Qualifications

- Evidence of experience in Higher Ed. Administration.
- Evidence of effective human relations skills and ability to relate to internal and external constituencies.
- A vision for strengthening the College's instructional programs and services.
- Experience in providing services to a diverse population.
- Knowledge of the accreditation process and successful track record of participation in leading a college through reaffirmation of accreditation.

**GENERAL ADMINISTRATION
VICE PRESIDENT OF FINANCE**

DUTIES AND RESPONSIBILITIES

This is an administrator position responsible for managing the business, financial and information services of the college. This position exists to be an enabler or supporter for other administrators and department heads; helping them determine how to accomplish their objectives and thereby providing a supportive foundation for organizational success. As the college's chief financial officer, this position provides collaborative financial management leadership for the college; ensures the short and long-term fiscal health of the college; oversees the business practice of the college; ensures that the budget is linked to and supports the college's strategic plans; and ensures that information and informational technology is ever evolving and is supported by the college budget.

Supervises:

- Controller
 - Payroll
 - Human Resources
 - Professional Development
- Business Office Director
 - Accounting Receivables
 - Cashiering
 - Accounts Payable
- Purchasing Manager
 - Procurement
 - Print Shop
 - Warehouse

Duties and Responsibilities

1. Advise the college President on matters of college finance and business management.
2. Received all funds due the college from federal, state, and local sources.
3. Manage the college's program of funds investment.
4. Prepare the annual operating budget.
5. Manage the college's short and long term debt programs.
6. Prepare financial reports required by the College Board of Trustees, President, general administrative offices of the college, and state and federal agencies.
7. Develop and maintain a system of budgetary controls consistent with policies established by the Board of Trustees and college administration.

GENERAL ADMINISTRATION
VICE PRESIDENT OF FINANCE

8. Cooperate with the independent auditor employed by the Board of Trustees to perform the annual audit and such other auditors as may from time to time conduct specialized audits of the college finances for state and federal agencies.
9. Cooperate with the director of student financial aid in administering and disbursing the funds available for student aid under the various federal, state, and local assistance.
10. Coordinate institutional fiscal management services.
11. Coordinate the purchasing activities of the college, including contract management.
12. Assist the President in monitoring and evaluating the progress of the college toward achieving goals and objectives necessary to perform its particular responsibilities contained in the purpose statement.
13. Approve the use of college facilities by outside groups.
14. Performs other duties as may be assigned by the President.

Minimum Academic Qualifications

- Master's Degree in Business or relevant field required.
- CPA preferred.
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred.
- Five years of financial and management experience, specifically in developing and monitoring budgets.
- Experience in higher education.

Other Qualifications

- Strong organizational skills.
- Excellent written and spoken communication skills.
- Leadership qualities.
- Strong computer skills.

**GENERAL ADMINISTRATION
VICE PRESIDENTS AT EAGLE PASS AND DEL RIO**

DUTIES AND RESPONSIBILITIES

The Vice Presidents of the Del Rio and Eagle Pass campuses are responsible for the overall operation of the campuses. The general responsibilities of the position are:

1. Improvement and evaluation of instruction, including faculty development.
2. Oversight and supervision of facilities.
3. Inter-campus and inter-departmental coordination and communication.
4. Recruiting, advising, counseling, and placement of students.

The specific responsibilities of the position are to:

1. Make initial recommendations regarding the budget needs of the campus, with respect both to operations of the facility, supplies, equipment and staff.
2. Plan the program of course offerings at the site in cooperation with faculty, the Dean of Liberal Arts and Adult Education and Literacy, and the Dean of Applied Sciences and Workforce Education.
3. Coordinate student registration.
4. Provide, when necessary, a credentialed substitute and appropriate class materials upon an instructor's absence.
5. Advise the Vice President of Academic Affairs regarding the time schedule and room schedule for courses at the campus.
6. Cooperate with Instructional Division Chairs in all curricular and instructional issues.
7. Assist in the recruitment, interviewing, and employment of faculty members.
8. Report to the College President the progress and evaluation of the campus, including evaluation of faculty members at the campus.
9. Give approval to purchase requisitions and work orders.
10. Serve as a member of the President's Cabinet.
11. Serve as a liaison between SWTJC, service area communities, Sul Ross Rio Grande College, and other constituencies as appropriate.
12. Perform other duties as may be assigned by the President.

**GENERAL ADMINISTRATION
VICE PRESIDENT AT EAGLE PASS AND DEL RIO**

Minimum Academic Qualifications

- Master's Degree in Education or a relevant academics discipline required.
- Three to five years' experience in Higher Education teaching, administration, or institutional research and planning required.
- Doctorate in Educational Administration or in an academic discipline from a regionally accredited college preferred.

Other Qualifications

- Strong organizational skills.
- Excellent written and spoken communication skills.
- Leadership qualities.
- Strong computer skills.
- Ability to interact with a diverse population.
- Ability to interact with community leaders.

**GENERAL ADMINISTRATION
DEAN OF LIBERAL ARTS AND ADULT EDUCATION AND LITERACY (AEL)**

DUTIES AND RESPONSIBILITIES

The Dean of Liberal Arts is generally responsible for supervision of instructional personnel and educational programs of the college. Specific responsibilities of the offices are as follows:

1. Act as chief advisor to the Vice-President of Academic Affairs in matters of college policy, particularly in instructional affairs and the AEL program.
2. Formulate educational policies and presents them to the AEL staff, the Faculty, the Curriculum Committee and the appropriate Vice-President for consideration.
3. Preside over meetings of the faculty and AEL staff.
4. Direct attention of faculty members and AEL staff to changing educational policy, thought, and practices, particularly as they affect higher education.
5. Supervise curriculum, courses, and methods of instruction, and evaluate instruction.
6. Recruit new faculty members and cooperate with Division Chairs and the Director of the Adult Education and Literacy in the nomination of new members for the teaching staff, make recommendations to the Vice-President of Academic Affairs regarding the promotion, demotion, or dismissal of members of the faculty.
7. Prepare reports of various kinds relating to faculty issues.
8. Monitor course enrollments and offerings for the college, including AEL.
9. Make recommendations for improvements of the physical plant as it relates to the educational program.
10. Prepare the budget for the appropriate Divisions and the Adult Education and Literacy Program.
11. Approve requisitions for expenditures.
12. Each semester prepare the schedule of classes in cooperation with the Director of Adult Education and Literacy, Division Chairs, Associate Vice-Presidents, and Vice-President of Student Services for day and evening classes.
13. Approve faculty travel and travel for the AEL Director and staff.
14. Meet with Division Chairs and the Director of AEL once a month at various times.
15. Meet with the AEL Director and Site Supervisors once per month.

GENERAL ADMINISTRATION
DEAN OF LIBERAL ARTS AND ADULT EDUCATION AND LITERACY (AEL)

16. In cooperation with the AEL Director, oversee yearly grants and enrollments for the AEL programs.
17. Approve and monitor timesheets for the Dean of Liberal Arts and Adult Education and Literacy Administrative Assistant and the AEL staff at all locations.
18. Inspect classroom and equipment at various times.
19. Approve and follow up on maintenance work orders for faculty members and AEL staff.
20. Work with the Professional Development Officer to provide trainings for the AEL staff and the college faculty.
21. In conjunction with the AEL Director, works cooperatively with area stakeholders and collaborating partners to develop partnerships with public and private sector entities for student recruitment, referrals, and on various satellite instructional classes.
22. Reviews any necessary changes and/or amendments for current year grants and budgets submitted by the AEL Director.
23. Reviews annual Unit Action Plans for the Academic Departments and for the AEL program.
24. Reviews the Professional Development plans and semester teaching loads for all academic faculty.
25. Serve on the following:
 - Curriculum Committee
 - Faculty Development Grants Committee
 - Instructional Long-Range Planning Committee
 - 4DX Coaches Team
26. Assist the Vice President of Academic Affairs with monitoring and evaluating of the progress of the college toward achieving goals and objectives necessary to fulfill the College's mission.
27. Perform other duties as may be assigned by the President.

**GENERAL ADMINISTRATION
DEAN OF LIBERAL ARTS AND ADULT EDUCATION AND LITERACY (AEL)**

Minimum Academic Qualifications

- Master's Degree in Curriculum and Instruction or Master's Degree and five years curriculum development at the collegiate level.
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred.
- Two years of full time teaching experience at the college level required.

Other Qualifications

- Evidence of experience in Higher Education Administration.
- Evidence of effective human relations skills and ability to relate to internal and external constituencies.
- A vision for strengthening the College's instructional programs and services.
- Experience in providing services to a diverse population.
- Knowledge of the accreditation process and a successful track record of participation in leading a college through reaffirmation of accreditation.

**GENERAL ADMINISTRATION
DEAN OF APPLIED SCIENCES AND WORKFORCE EDUCATION**

DUTIES AND RESPONSIBILITIES

The Dean of Applied Sciences/Workforce Education is generally responsible for supervision of Career and Technical Education instructional programs and Workforce Development/Continuing Education programs at SWTJC. Specific responsibilities of the offices are as follows:

1. Act as chief advisor to the Vice-President of Academic Affairs in matters of college policy, particularly in instructional affairs.
2. Formulate educational policies and presents them to the Faculty, the Curriculum Committee and the appropriate Vice-President for consideration.
3. Preside over meetings of the faculty.
4. Direct attention of faculty members to changing educational policy, thought, and practices, particularly as they affect higher education.
5. Supervise curriculum, courses, and methods of instruction, and evaluate instruction.
6. Recruit new faculty members and cooperate with Division Chairs in the nomination of new members for the teaching staff, make recommendations to the Vice-President of Academic Affairs regarding the promotion, demotion, or dismissal of members of the faculty.
7. Prepare reports of various kinds relating to faculty issues.
8. Make recommendations for improvements of the physical plant as it relates to the educational program.
9. Prepare the budget for the appropriate Divisions.
10. Approve requisitions for expenditures.
11. Each semester prepare the schedule of classes in cooperation with the Division Chairs and Vice-President of Student Services for day and evening classes.
12. Approve faculty travel.
13. Meet with Division Chairs once a month at various times.
14. Inspect classroom and equipment at various times.

15. Approve and follow up on maintenance work orders for faculty members.
16. Serve on the following:
 - Curriculum Committee
 - Faculty Development Grants Committee
 - Instructional Long-Range Planning Committee
17. Assist the Vice President of Academic Affairs with monitoring and evaluating of the progress of the college toward achieving goals and objectives necessary to fulfill the College's mission.
18. Respond to service area business, industry, and agency requests for training/continuing education.
19. Support economic and workforce development efforts and initiatives throughout the Southwest Texas Junior College service delivery area.
20. Develop relationships with communities, employers and regional agencies in support of the department's goals and objectives. Assist other partnering institutions/departments with a similar mission.
21. Oversee coordination and delivery of all workforce training programs, courses, workshops, and seminars. Specific responsibility for overall program operation, budget and cooperation of Workforce Education Division to include student recruitment, assessment, enrollment, and placement along with faculty/staff supervision.
22. Coordinate the recruitment, selection, supervision and evaluation of qualified instructors for Workforce Education and AEL courses.
23. Contribute to Grant applications and maintain state and national certification/licensure programs under the Workforce Education Division.
24. Manage Grants awarded to the Division.
25. Develop and promote new programs for the Workforce Education Division.
26. Perform other duties as may be assigned by the President.

Minimum Academic Qualifications

- Master's Degree in Curriculum and Instruction or Master's Degree and five years curriculum development at the collegiate level.
- Doctorate in a recognized academic discipline from a regionally accredited institution is preferred.
- Two years of full time teaching experience at the college level required.
- Two years' experience in supervising Workforce/Continuing Education programs.

Other Qualifications

- Evidence of experience in Higher Education Administration.
- Evidence of effective human relations skills and ability to relate to internal and external constituencies.
- A vision for strengthening the College's instructional programs and services.
- Experience in providing services to a diverse population.
- Knowledge of the accreditation process and a successful track record of participation in leading a college through reaffirmation of accreditation.
- Two years' experience in supervising Workforce/Continuing Education programs.
- Excellent oral and written communication skills; Bilingual desired.
- Ability to work with diverse constituencies, including local Workforce Boards, School Districts, State and Federal agencies.
- Familiarity with writing grant applications, managing grants, and grant reporting requirements.

DEAN OF APPLIED SCIENCES AND WORKFORCE EDUCATION

DUTIES AND RESPONSIBILITIES

The Dean of Workforce Education oversees the Workforce Development/Continuing Education offerings of SWTJC, as well as the Adult Education and Literacy (AEL) Program. While continuing Education Units may be awarded to students completing given programs, as a rule programs under this division are offered on a non-credit basis.

Specific responsibilities of the Dean are:

1. Respond to service area business, industry, and agency requests for training/continuing education.
2. Support economic and workforce development efforts and initiatives throughout the Southwest Texas Junior College service delivery area.
3. Develop relationships with communities, employers and regional agencies in support of the department's goals and objectives. Assist other partnering institutions/departments with a similar mission.

4. Oversee coordination and delivery of all workforce training programs, courses, workshops, and seminars. Specific responsibility for overall program operation, budget and cooperation of Workforce Education Division to include student recruitment, assessment, enrollment, and placement along with faculty/staff supervision.
5. Coordinate the recruitment, selection, supervision and evaluation of qualified instructors for Workforce Education and AEL courses.
6. Contribute to Grant applications and maintain state and national certification/licensure programs under the Workforce Education Division.
7. Manage Grants awarded to the Division.
8. Develop and promote new programs for the Workforce Education Division.
9. Approve Purchase Orders and Check Requisitions for program areas.
10. Perform other duties as assigned by the President or the Vice-President of Academic Affairs.

**GENERAL ADMINISTRATION
DEAN OF WORKFORCE EDUCATION**

Minimum Academic Qualifications

- Master's Degree in Curriculum and Instruction or MBA preferred; Master's Degree required.
- Two years' experience in supervising Workforce/Continuing Education programs.

Other Qualifications

- Excellent oral and written communication skills; Bilingual desired.
- Ability to work with diverse constituencies, including local Workforce Boards, School Districts, State and Federal agencies.
- Familiarity with writing grant applications, managing grants, and grant reporting requirements.

Instructional Personnel

INSTRUCTIONAL PERSONNEL

DIVISION

The instructional program of Southwest Texas Junior College is organized into five instructional divisions: Allied Health and Human Services; Arts & Sciences; Social & Behavioral Sciences; Developmental Studies and Adult Education and Literacy; and Business, Industrial, & Technical Studies. The number and structure of the units of the instructional divisions are determined by the SWTJC Administration based upon the needs of the college and recommended by the President of the College to the Board of Trustees.

DIVISION CHAIR

The Allied Health and Human Services, Arts and Sciences, Social and Behavioral Sciences, and Business, Industrial, and Technical Studies divisions are each headed by a Division Chair who is formally appointed by the Board of Trustees upon the recommendation of the President of the College. The Division Chair is an integral part of the college administration. His/her principal role is to assist the Dean of Liberal Arts and Adult Education Literacy and the Dean of Applied Sciences and Workforce Education in organizing, leading, managing, and evaluating the college's instructional program.

SELECTION/APPOINTMENT

Persons serving as Division Chairs are recommended to the President of the College by the Vice President of Academic Affairs, based upon the results of a committee interview process. Persons serving as Division Chairs may hold tenured status as members of the instructional faculty, but their service as Division Chairs is not tenured and is reviewed annually by the Dean of Liberal Arts and Adult Education and Literacy or the Dean of Applied Sciences and Workforce Education and the Vice President of Academic Affairs. Division Chairs hold 10-month, one-year contracts. The AEL Director holds a 12-month position. He/she is recommended by the Vice President of Academic Affairs, based upon the results of a committee interview process.

SELECTION CRITERIA

The criteria governing the selection of division chairs and the AEL Director are: (a) professional training/or experience in the instructional supervision and (b) demonstrated ability to work effectively with faculty, supervisors, and other officers of the college administration to achieve the goals of the college's instructional program.

INSTRUCTIONAL PERSONNEL DIVISION CHAIR

DUTIES AND RESPONSIBILITIES

The Division Chair is responsible for organizing, supervising and coordinating the work in his/her particular division. The general responsibilities of the position are:

1. Evaluate and improve instruction, including faculty development.
2. Coordinate Inter-departmental communication.
3. Assist in recruiting, advising, and placement of students.
4. Conduct regular meetings for communicating information, discussing issues, and making decisions.
5. Communicate faculty perspectives and concerns to the Dean of Liberal Arts and Adult Education and Literacy/Applied Sciences and Workforce Education and other segments of the campus community as appropriate.
6. Ensure that each department within his/her division meets all accountability standards of the College, the Coordinating Board, The Southern Association of Colleges and Schools Commission on Colleges, and other applicable agencies or boards.
7. Collaborate with Administration, faculty, and the Office of Institutional Effectiveness to support the institution's assessment, planning, and evaluation cycles.

The specific responsibilities of the position are as follows:

1. Make division-level recommendations to the appropriate Dean, after consulting the relevant Vice- President and other staff, regarding the budget needs of the departments with respect to supplies, equipment, other operational needs and personnel.
2. Plan each semester's course offerings, including room assignments, in cooperation with faculty and the Registrar.
3. Implement and follow procedures developed by the Distance Education Committee regarding the approval of courses for online delivery.
4. When necessary or appropriate, make arrangements for providing a credentialed substitute and/or class materials upon an instructor's absence.

**INSTRUCTIONAL PERSONNEL
DIVISION CHAIR**

5. In cooperation with the appropriate Vice President, oversee the evaluation of the faculty members in the division, including conducting evaluation of instructors, making classroom visits, completing the "Division Chair's Evaluation of Instruction," reviewing student evaluation of faculty, and collaborating to develop an appropriate growth plan, if needed.
6. Serve on hiring committee for faculty and staff position within the Division.
7. Collaborate with faculty, the Professional Development Officer and the Office of the Institutional Planning and research in developing or contributing to:

| | |
|--------------------------|---|
| Unit Action Plan (UAP'S) | Outcomes Manager |
| Program Review | Core Curriculum Development and Assessment Attendance and Grade Reporting |
| Strategic Planning | QEP |
8. Gives division-level approval to purchase requisitions.
9. Ensure that departments meet Carl Perkins requirements, if applicable.
10. Actively participate in the college's registration, student-advising, recruitment, and placement activities.
11. Perform initial mediation or investigation of student or personnel complaints (including ADA situations).
12. Verify and approve monthly departmental absence reports.
13. Actively participate in required annual departmental Advisory Committee meetings.
14. Maintain Master Syllabi Templates.
15. Oversee textbook adoption processes.
16. Oversee program revision, including degree plans, course updates, etc.
17. Attend and participate in committee meetings as assigned.
18. Serve as first point of contact for faculty's reporting of custodial/maintenance issues.
19. Teach up to 6 semester credit hours per semester at the discretion of the appropriate Dean or the Vice President of Academic Affairs.
20. Perform other duties as assigned by the College President, Vice President of Academic Affairs or the Dean of Liberal Arts and Adult Education and Literacy or Dean of Applied Sciences and Workforce Education.

**INSTRUCTIONAL PERSONNEL
DIRECTOR OF ADULT EDUCATION & LITERACY PROGRAM**

DUTIES AND RESPONSIBILITIES:

The Adult Education and Literacy Director is responsible for the administration and delivery of high quality, comprehensive adult education services, including ESL, EL-Civics/Citizenship; ABE, & ASE/GED classes, employability, workplace literacy training, transitions classes, and career pathway classes. Major responsibilities include planning and coordinating the region's program operation, overseeing accountability reporting, performance measurement systems and human resource management. The Director works cooperatively with area stakeholders and collaborating partners to develop partnerships with public and private sector entities for student recruitment, referrals, and on various satellite instructional classes. The Director provides leadership on issues associated with adult literacy and workforce development. Keeps abreast of emerging trends and new developments in the field; supports advocacy and coalition-building activities to build community and empower adult learners and families. In so doing, the Director is responsible for coordinating and administering all phases of the ADULT EDUCATION & LITERACY (AEL) component at Southwest Texas Junior College (SWTJC). The Director reports directly to the SWTJC Dean of Workforce Education.

The specific responsibilities of the position are as follows:

1. Develops yearly grants (State/Federal; TANF; El-Civics; Corrections; etc.) for the Adult Education and Literacy program.
2. Development and oversight of fiscal year budgets for each of the above grants in accordance with SWTJC and Texas Workforce Commission guidelines.
3. Implements, monitors and oversees all AEL curricula.
4. Travels the region for the purpose of maintaining close supervision of all educational sites.
5. Leads the selection and participates in the recommendation of all part-time and full-time AEL employees.
6. Supervises and facilitates professional development opportunities (pre-service/in-service) for all AEL staff.
7. Ensures instructional staff is knowledgeable and adheres to the guidelines of the Adult Education Instructor Proficiencies, National Reporting System Guidelines, and State Assessment Policy.
8. Approves all purchase and expense requisitions.
9. Plans, schedules, and oversees all budget expenditures.

INSTRUCTIONAL PERSONNEL
DIRECTOR OF ADULT EDUCATION & LITERACY PROGRAM

10. Develops and submits any necessary changes and/or amendments for current year grants and budgets.
11. Approves timesheets and payroll for the AEL program.
12. Negotiates and enters into contracts, Shared Service Arrangements (SSA) or Letters of Agreement (LOA) with county, city and/or school districts for the efficient and effective delivery of services throughout the region.
13. Adheres to TWC guidelines pertinent to adult education and inclusive, but not limited to, the Workforce Innovation and Opportunity Act (WIOA), Title II; American with Disabilities Act (ADA); Family Educational Rights and Privacy Act (FERPA); Elementary and Secondary Education Act (ESEA); Department of Education Regulations (EDGAR); Office Management and Budget (OMB) Circulars; Texas Education Code; and State Board of Education (SBOE) guidelines.
14. Collaborates with the Educational Opportunity Centers (EOC) as well as with other SWTJC departments in order to assist ASE/GED students in preparation to transition to higher education.
15. Collaborates with area school districts to establish adult education services in the service delivery area as needed.
16. Collaborates to deliver integrated and contextualized curriculum and training in the demand occupations.
17. Lifts, carries, drags, holds, pushes or pulls up to 20 pounds of materials or related equipment as required by the job.
18. Maintains hours established by the college or as assigned by immediate supervisor (Dean of Workforce Education) and observes college lunch and break policies.
19. Follows required rules, regulations, and safety procedures as outlined in the college employee handbook.
20. Performs all other functions as assigned and/or deemed necessary by immediate supervisor (Dean of Workforce Education) for the efficient operation of the program. Work rules, code of conduct, and other policies are part of the essential functions of the job.

INSTRUCTIONAL PERSONNEL DIRECTOR OF WORKFORCE TRAINING & DEVELOPMENT

DUTIES AND RESPONSIBILITIES

It is understood that no specific description can denote every professional responsibility of the employee that might arise. When an individual accepts a position, he or she assumes the responsibility of serving the needs of the students and to actively assisting the College as it strives to fulfill its goals and objectives. Thus, these responsibilities will at times require the employee to undertake, in a cooperative spirit, professional duties not specifically mentioned on the job description.

The employee is generally responsible for the overall duties associated with coordination of assigned functions of the Office of Workforce Training and Development and is directly responsible to his/her Dean for the following:

1. Reports to the Dean of Applied Sciences and Workforce Education. In the absence of the Dean, assures that all pertinent matters are handled appropriately and professionally.
2. Work with the Dean in support of College workforce development efforts and initiatives. Carry out the workforce development mission of the College and assist other partnering institutions that have a similar mission.
3. Develop and maintain relationships with College, community and regional agencies in support of the department's goals and objectives. Cooperate with and provide support for regional economic and workforce development initiatives. (e.g., Dual Credit, WIOA, Workforce Boards, etc.)
4. Responsible for development and oversight of Workforce Training and Development department budget in coordination with the Dean.
5. Supervise Workforce Training instructors and staff and approve timesheets.
6. Establish collaboration and act as liaison between employers and the Office of Workforce Training and Development for the promotion and delivery of employee training courses.
7. Responsible for the development of new programs, courses, workshops, and seminars in accordance with demand occupations and economic development trends within the College's service delivery area.
8. Coordinate and deliver presentations to businesses, clubs, organizations, and institutions to market the workforce and economic development resources of the college. Assist in developing social media advertising and other communication alternatives to inform the public of the College's workforce and economic development efforts.
9. Coordinate delivery of all workforce training programs, courses, workshops, and seminars as assigned by the Dean. Responsible for assuring all workforce education files are complete.

INSTRUCTIONAL PERSONNEL
DIRECTOR OF WORKFORCE TRAINING & DEVELOPMENT

10. Oversee and coordinate student registration, collection of fees and placement for all workforce training courses.
11. Oversee preparation of applications for and maintain state and national certification/licensure programs as needed.
12. Assist in seeking qualified instructors for workforce development courses. Provide information for input into instructor database.
13. Able to type, use word processing and spreadsheets, interact with a mainframe computer, be able to work with budgets, able to deal directly with people, and possess professional communication and telephone skills.
14. Able to travel to areas within and outside of our service area.
15. Able to maintain the confidence and discretion of a security-sensitive position.
16. Abide by College policies and procedures found in the SWTJC Board Policy Manual.
17. Lift, carry, drag, hold, push or pull up to 20 pounds of materials or related equipment.
18. Maintain hours established by the College as assigned by the Dean of Workforce Education and adhere to College lunch and break policies.
19. Follow required rules, regulations, and safety procedures as outlined in the College employee handbook.
20. Perform all other functions as assigned by the Dean of Applied Sciences and Workforce Education for efficient departmental operation.

INSTRUCTIONAL PERSONNEL PROGRAM COORDINATOR

DUTIES AND RESPONSIBILITIES

Within the Divisions, given programs are required by the State Boards/Agencies to have Program Coordinators.

The Program Coordinator is responsible for organizing, supervising and coordinating the work in his/her instructional program. The program coordinator is academically qualified to provide (1) program coordination including curriculum development and review, and (2) leadership in addressing program quality and compliance with accrediting authorities. The general responsibilities of the position as they relate to the program are:

- a. Coordinate all activities related to maintaining program relevance, effectiveness, viability, and compliance/accreditation.
- b. Evaluate instruction using appropriate assessment techniques and improves instruction by preparing and implementing Unit Action Plans.
- c. Cooperate with and provides documentation to the Office of Institutional Planning and Research as required to support the institution's assessment, planning and evaluation processes.
- d. Assist in the recruiting and advising, and placement students.
- e. Conduct regular meetings for purposes of communicating information, discussing issues, and making decisions on program matters.
- f. Ensure that the program meets all accountability standards of the College, the Coordinating Board, and other applicable agencies or boards. In pursuance of this, he/she provides, with faculty assistance, all data and information required by the Office of Institutional Planning and Research or other college offices.
- g. Work effectively with his/her department/division chairs and other officers of the college administration to achieve the college's goals for instructional programs.

The specific responsibilities of the position are as follows:

1. Develop and administer appropriate assessments of student program outcomes.
2. Use assessment information for program improvement, specifically in the development and implementation of Unit Action Plans for the programs.
3. Assist the department chair in scheduling and conducting advisory committee meetings (technical programs only).

**INSTRUCTIONAL PERSONNEL
PROGRAM COORDINATOR**

4. Conduct an annual Employer Satisfaction Survey as specified by the Office of Institutional Effectiveness (technical programs only).
5. Maintain contact with employers and provides students with assistance in career planning and job placement (technical programs only).
6. Advise the department/division chairs regarding the time schedule and room schedule for courses in the program.
7. Perform other duties as may be assigned by the Division Chair, Dean of Applied Sciences and Workforce Education, or Vice President of Academic Affairs.

Faculty Regulations & Procedures

Faculty Titles

Title ranks are Instructor, Assistant Professor, Associate Professor, Professor, Professor Emeritus, and Honorary Professor Emeritus.

In order to be eligible for promotion consideration from 'Instructor', a teaching faculty member must have completed the following requirements in a full-time tenured or tenure-track position.

Assistant Professor: To be eligible for consideration for promotion to this rank, a faculty member must have completed a minimum of three (3) years as an Instructor at Southwest Texas Junior College, and provide documentation of satisfactory progress in two (2) areas of the criteria from sections two (2), three (3), or four (4) of the tenure application.

Associate Professor: To be eligible for consideration for promotion to this rank, a faculty member must have completed a minimum of three (3) years as an Assistant Professor at Southwest Texas Junior College, and provide documentation of additional progress in criteria two (2), three (3), and four (4) of the tenure application.

Professor: To be eligible for consideration for promotion to this rank a faculty member must have completed a minimum of four (4) years as an Associate Professor at Southwest Texas Junior College, and have been awarded tenure status by the tenure committee.

Professor Emeritus: Upon retirement from Southwest Texas Junior College, a faculty member must have attained the rank of Professor and received recognition for outstanding service, i.e. SWTJC Outstanding Faculty Member Award, SWTJC Faculty Association Teaching Excellence Award, or other awards approved by the SWTJC Faculty Evaluation Committee, SWTJC administration, and SWTJC Board of Trustees.

Honorary Professor Emeritus: In extraordinary cases and where a faculty member's service is strongly identified as worthy of continuing recognition, a recommendation for awarding this title may be made to the Faculty Evaluation Committee by any Southwest Texas Junior College employee. The committee's recommendation will be forwarded to the Vice President of Academic Affairs and the College President. Upon the recommendation by the President, final approval is given by the SWTJC Board of Trustees.

Evaluation: Applications for title changes must be received by the Vice President of Academic Affairs no later than November 1 of the academic year in which the applicant is seeking a title change. The Tenure Committee will review applications during the following spring semester and make recommendations to the Vice President of Academic Affairs, who will forward them to the President for consideration.

FACULTY REGULATIONS AND PROCEDURES INSTRUCTIONAL FACULTY

DUTIES AND RESPONSIBILITIES

It is understood that no specific job description can specify every professional responsibility of the faculty member, which might arise. When an individual accepts a position as a faculty member, he or she assumes the responsibility of serving the needs of students and of actively assisting the college as it strives to fulfill its goals and objectives. Thus, these responsibilities will at times require the faculty members to undertake, in a cooperative spirit, professional duties not specifically mentioned in the job description.

The faculty member is generally responsible for the overall duties associated with instructing students. The faculty member is responsible to his/her students, Division Chair, the Dean of Applied Sciences and Workforce Education or the Dean of Liberal Arts and Adult Education and Literacy, and the Vice President of Academic Affairs to:

1. Respond to evaluative processes including but not limited to:
 - a. Faculty self-evaluation
 - b. Chair evaluation of faculty
 - c. Dean's evaluation of faculty
 - d. Student evaluation of faculty
 - e. Programs/course review
2. Support the mission, goals, and objectives of the college.
3. Provide instruction intended to achieve the specific goals and objectives stated in the syllabi of the assigned courses, and create a wholesome, meaningful learning environment in the classroom and laboratory.
4. Advise students on their progress in courses. To this end, instructors are required to maintain accurate, current grades for each student in the required system or program (e.g., Canvas).
5. Aid in planning and assessment of instructional programs and policies within the college.
6. Be on time for classes and labs and promptly notify the respective Division Chair or the appropriate Dean in the event of an unscheduled absence.
7. Maintain each class/lab meeting for the entire scheduled time unless prohibited by a legitimate reason or event.
8. Maintain a five-day work week.
9. Post and maintain scheduled office or 'on campus' hours with student advisement conferences in mind.

FACULTY REGULATIONS AND PROCEDURES

INSTRUCTIONAL FACULTY

10. Update, validate, and submit class rolls to the Registrar's Office at designated times.
11. Maintain an accurate attendance record for each assigned class or lab, in the appropriate medium or system (Canvas, e.g.) and report excessive absences to the Registrar for processing. If continued absences occur after attempting to contact the student, faculty may report enforced withdrawals to the Registrar.
12. Submit the required "Student Attendance Report" as described below under the section "Student Absences."
13. Submit all required student grade reports to the Registrar's Office according to schedule.
14. Report student problems to the Division Chair as deemed necessary.
15. Attend all faculty meetings, commencements, and other appropriate meetings called by Committee Chairs, Division Chairs, the Vice President of Academic Affairs, or the President.
16. Ensure, when applicable, that all departmental brochures are kept current.
17. Provide appropriate advising to students and present a positive attitude toward teacher-student learning relationships.
18. Order necessary textbooks, lab manuals, and other instructional material through the bookstore according to college procedures.
19. Develop in Syllabus Manager an updated syllabus for all assigned courses each semester.
20. Provide to students a current syllabus with information about the goals and requirements of each course, the nature of the course content, the methods of evaluation to be employed, and classroom policies, including required classroom behavior.
21. Share with other faculty members the responsibility of serving on committees as assigned by the Division Chair, appropriate Dean or Vice President, or the President.
22. Serve as faculty sponsor for student organizations.
23. Assist in the recruitment, promotion, placement and follow-up studies of students.

FACULTY REGULATIONS AND PROCEDURES

INSTRUCTIONAL FACULTY

24. Follow college policies and procedures as outlined in the Faculty Handbook and other published policy manuals.
25. Assist with student registration.
26. Pursue opportunities for professional growth (including pre-approved summer jobs to obtain current knowledge for lectures and labs).
27. Annually file in the Office of Professional Development and use a professional development plan (location: <http://www.swtjc.edu/> >Faculty & Staff> WhippleWare> PD Planner).
28. Be active in the governance of the College by maintaining a voice in the Dean's Forum and Faculty Association.
29. Perform other duties as may be assigned by the Dean of Liberal Arts and Adult Education and Literacy, the Dean of Applied Sciences and Workforce Education, or the Vice President of Academic Affairs.

DISTANCE LEARNING INSTRUCTOR

In addition to the Faculty duties and obligations outlined above, instructors teaching via Video Conference must:

1. Complete a training program designed to familiarize teachers with distance learning equipment and techniques.
2. Make available to students at each site on the first day of class course syllabi and all other relevant materials. As far as is possible, all handouts and other papers that will be necessary throughout the semester should be available on site at the beginning of the semester.
3. Instructors are responsible for the establishment and maintenance of discipline at all sites.
4. Maintain the privacy of all distance learning students, be it electronically or otherwise.

Procedures for Protecting the Privacy of Online Students

Southwest Texas Junior College protects the privacy of all its students, adhering to the same privacy standards for online students as it does for "face-to-face" students. Guidelines provided by the Family Educational Rights and Privacy Act (FERPA) govern all college efforts to maintain privacy and control of student information.

To further protect student privacy in online or hybrid courses, these procedures shall be followed:

- The arbitrary SWTJC student Identification Number, assigned through Colleague, the institutional management system, will always be used to identify students, in lieu of Social Security Numbers.
- Students will access online learning materials via an approved Learning Managements System (LMS) all of which requires unique user names and passwords for access, and which students may select and change.
- Online faculty will instruct students never to reveal their log-in names or passwords to anyone.
- Student postings to course discussion boards, chat rooms, and class forums shall be accessible only to members of the class, the instructor, and SWTJC staff specifically authorized and responsible for student learning assessment or oversight of the academic quality and integrity of the course.
- Instructors will communicate grades to online students via the secure gradebook communication capabilities of the LMS.
- Instructors or staff will not communicate grade information or other protected information via emails, which can be intercepted or viewed by someone other than the student.

Instructional support staff, such as monitors assigned to assist Dual Credit students, shall adhere to all procedures outlined above. In addition, such staff shall complete and submit to the Distance Learning Office at the Uvalde Campus the 'Southwest Texas Junior College Distance Learning Department Confidentiality Agreement' at the beginning of his/her first semester of employment/assignment. This Agreement will remain in force until the staff member no longer holds the support position. Revision of the Agreement will require staff to re-submit the document.

LAB ASSISTANT

DUTIES AND RESPONSIBILITIES

The Lab Assistant is responsible for assisting the instructor of record in the preparation, organization, and facilitation of all lab activities. In addition, the Lab Assistant and the instructor(s) of record must meet regularly and work cooperatively in order to meet the goals and objectives outlined in the course syllabus/syllabi. Specific responsibilities for the Lab Assistant are:

1. Assist the instructor of record in planning and implementation of lab instructional activities.
2. Prepare lab for instructional activities.
3. Assist students in lab activities.
4. Assist the instructor of record in the assessment of student learning.
5. Assist in the advising of students on their progress in the course(s).
6. Assist in cleaning and organizing lab.
7. Monitor and maintain lab equipment.
8. Know, understand, and abide by the parameters set by the instructor(s) of record in the course syllabus/syllabi.
9. Support the mission, goals, and objectives of the college.
10. Work to improve teaching effectiveness and student learning.
11. Promote a positive attitude among the students toward the course(s), instructor(s), SWTJC, and learning.
12. Perform other duties as assigned by the instructor(s) of record.

TEACHING ASSISTANT

DUTIES AND RESPONSIBILITIES

The teaching Assistant (TA) is responsible for assisting the instructor of record in the preparation organization, and facilitation of their assigned course(s). In addition the TA and the instructor(s) of record must meet regularly and work cooperatively in order to meet the goals and objectives outlined in the course syllabus/syllabi. Specific responsibilities for the TA are:

1. Grade assignments using the grading criterion outlined by the instructor(s) of record.
2. Post grades and attendance in the Portal grade book.
3. Aid in the planning and implementation of instruction.
4. Aid in the assessment of student learning.
5. Assist in the advising of students on their progress in the course(s).
6. Know, understand, and abide by the parameters set by the instructor(s) of record in the course syllabus/syllabi.
7. Process and submit reports, such as Drop forms, grade and attendance reports, CORE assignments, etc., as requested by the instructor(s) of record.
8. Support the mission, goals, and objectives of the college.
9. Work to improve teaching effectiveness and student learning.
10. Promote a positive attitude among the students toward the course(s), instructor(s), SWTJC, and learning.
11. Perform other duties as assigned by the instructor(s) of record.

FACULTY POLICIES AND PROCEDURES INSTRUCTIONAL WORKLOAD

CLASS ASSIGNMENTS

Faculty members are subject to assignment in both day and evening classes on or off of their "home/main" campus, provided that the combined teaching load does not exceed eighteen contact hours per week. For Faculty teaching in "lecture only" courses in Academic disciplines, 15 contact hours per week (five 3-hour classes) define a "full load." For Faculty teaching "lecture+lab" courses (Biology, e.g.), 18 contact hours per week (3 classes with accompanying labs) define a "full load." An adjustment may be made for additional duties or for various class/lab combinations at the discretion of the college administration. No reduction is made in teaching load for committee assignments unless exceptional circumstances arise. Exceptions must be approved by the appropriate Dean or the Vice President of Academic Affairs. Load sheets are submitted electronically by individual Faculty members to the Vice President of Academic Affairs office at the beginning of each semester.

The full-time teaching load for "lab-only" faculty members shall be six (6) labs.

OFFICE HOURS

Full-time instructors with academic assignments are required to be on campus at least thirty hours per week. Instructors with a teaching load of fifteen contact hours are to schedule at least fifteen hours per week as office/on-campus hours, and those instructors with a teaching load of eighteen contact hours are to schedule at least twelve office/on-campus hours per week. Exceptions to this policy will be for instructors in programs that are regulated by external agencies and for other paraprofessionals who teach in non-credit-hour programs.

Contact hours for overload courses must be calculated in addition to the required number of hours per regular work week. Five (5) of the office hours may be scheduled for travel if off-campus classes are assigned as part of the regular load or may be scheduled as club sponsorship, student activities or official college committee assignments in which the instructor may be involved. One (1) of the office/on-campus hours must be reserved for institutionally directed purposes such as assessment/planning activities and professional development. This hour is not necessarily scheduled on a weekly basis but rather to be counted in a total of eight (8) hours committed to these purposes over the course of a semester.

The office/on-campus schedule should be: (1) posted on the office door of the instructor, (2) included in the course syllabi and (3) submitted to the Division Chair and the Vice President of Academic Affairs as part of the Load Sheet.

FACULTY POLICIES AND PROCEDURES INSTRUCTIONAL WORKLOAD

ONLINE INSTRUCTION

Instructors who teach courses online as a part of their regular load must maintain an equal amount of time at an appropriate college site equal to the number of contact hours required for the online course(s).

Faculty wishing to convert additional on-campus office hours to "electronic" office hours may do so by completing the "Conversion of Posted On-Campus Office Hours to Electronic Office Hours" form at:

http://swtjc.edu/documents/curriculum_and_instruction/fh_conv_off_hours_14-15.pdf

The instructor needs to send a copy of the completed and signed form to the Distance Learning office where it will be attached to the Online Course Approval form for the course listed above.

Distance Education Policy

Faculty teaching via Distance Education modalities (online, video-conferencing, hybrid, e.g.) must be aware of and fulfill the requirements of SWTJC "Distance Education Policy":

Southwest Texas Junior College Distance Education Policy

I. Institutional Policies

A. Mission

To provide quality education to students who prefer or require an alternative classroom setting. To accomplish this, SWTJC makes use of online, interactive video, and other technologies either singly or in combination.

B. Definitions

1. **asynchronous**: the use of learning technologies to deliver course material to students that are at a different time and place than the instructor
2. **blended (hybrid)**: more than 50% and less than 85% of content delivered online resulting in some reduction in the number of seat days
3. **distance educational/learning**: a form of learning where the learner is physically separate from the instructor and other learners; methodologies include online, blended (hybrid), web-facilitated, and interactive video
4. **interactive video (or video-conference)**: an interactive delivery mechanism which uses 2-way audio and video to facilitate synchronous (real time) interaction between presenters and learners who are separated by significant distance
5. **online**: more than 85 of course content delivered in an asynchronous internet-based format resulting in a significant reduction in the number of seat days
6. **synchronous**: the use of leaning technologies to deliver course material in real time to students who are at a different place than the instructor

C. Distance Education Standards and Practices

Distance Education courses, certificates, and degree programs adhere to Best Practices, as established by the accrediting agencies and educational organizations that govern SWTJC. These include:

1. Southern Association of Colleges and School Commission on Colleges

[Best Practices for Electronically Offered Degree and Certificate Programs](#)

[Distance Education Policy Statement](#)

2. Texas Higher Education Coordinating Board

[Principles of Good Practice for Academic Degree and Certificate Programs and Credit Courses Offered Electronically](#)

[Guide for Incorporating the Principles of Good Practice into Electronically-Based Courses](#)

D. Evaluation of Distance Training for Distance Education

The responsibility for evaluation and revising distance education policy resides with the college's Distance Education Committee. Revisions are presented first as recommendations to the college's Curriculum Committee and then to the President's Cabinet for approval.

E. Support and Training for Distance Education

The college will:

1. Provide training and support to enhance the added skills required of distance education faculty.
2. Provide administrative and technical support for the delivery, supervision, and evaluation of distance education.
3. Utilize effective evaluative and screening measures to match student needs and abilities with distance education requirements.
4. Provide empirical data to assist in the evaluation of distance education success, student and faculty satisfaction, effectiveness of course design, retention, and faculty effectiveness in order to assure continuous distance education improvement.
5. Inform faculty and staff of current distance education policies and procedures.
6. Provide distance education students with academic advising, personal counseling, technical support services, library and learning resources, and financial aid (if eligible).

II. Institutional Policies

A. Academic Quality of Distance Education

Distance education instruction will meet the quality standards applicable to traditional instruction, as outlined in the faculty handbook in the faculty regulations and procedures section. In addition, distance education courses will comply with all descriptions, policies, and uses as stated in the current college catalog. These include, but are not limited to:

1. Syllabi
2. Textbooks
3. Grading
4. Assessment of learning outcomes

B. Oversight of Distance Education Courses

As with all academic activities, distance education courses are subject to approval and review by the Curriculum Committee, the Vice President of Academic Affairs, and the President's Cabinet. All distance education instructional content shall be administered by the same department administering the corresponding traditional instruction.

C. Approval of Distance Education Faculty

Distance education faculty will be selected and evaluated by the same standards, review, and approval procedures used by the institution to select and evaluate faculty responsible for traditional instruction. Faculty who desire to teach distance education courses must demonstrate knowledge and skills related to best practices in distance education.

D. Approval of Distance Education Courses

All distance education courses must be approved by the Vice President of Academic Affairs for delivery.

Prior to scheduling a distance education course, faculty must submit an Online Course Approval form or a Video-Conference Instructor Approval form to their respective Division Chair.

The forms must be reviewed and approved by the:

- Online Committee
- Division Chair
- Instructional Dean
- Vice President of Academic Affairs

E. Delivery of Distance Education Courses

1. Faculty assigned to teach a distance education course will be responsible for the design and delivery of instruction. As with traditional courses, distance education faculty are responsible for the following:
 - a. Maintaining the rigor and quality of the course.

- b. Making reasonable efforts to guarantee the authenticity of student work.
- c. Planned interaction and timely feedback between students and faculty that is detailed in the course syllabus. Faculty response to student e-mail inquiries will be made within 24 hours during normal business days.
- d. Evaluating courses every semester to revise content and delivery to improve student success.
- e. A customized Canvas class page to include course information, delivery method, access point, syllabus, introduction and orientation.
- f. Providing for appropriate interaction between faculty and students. This interaction may occur during faculty office hours, or it may take place via telephone, email, electronic chats, on-site meetings, video teleconference or other methods. Appropriate interaction for a course depends upon the course delivery mode and the technology used by faculty.
- g. The number of on-campus posted office hours held per week equals the number of hours of traditional courses. In addition, faculty teaching an online course shall make themselves available to students for additional office hours equivalent to the contact hours of the course. For example, an online class which would have met on campus for 2½ hours per week requires the instructor to be available to students 2½ additional hours per week.
- h. Five (5) hours of a faculty member's office hour requirement may be designated as online office hours and may be held off campus. Online courses with extensive student contact via email, electronic chats, or additional activities, may have the required additional on-site office hours reduced by submitting a Conversion of Posted On-Campus Office Hours to Electronic Office Hours form to the appropriate Dean.
- i. A proctored mid-term and/or final examination for online courses during the fall and spring semesters; during summer terms and any other shortened semester, only the final examination for online courses will be proctored.

2. Student Responsibilities

- a. Before taking an online course, a student must be assessed to determine readiness to benefit from the online mode of instruction.
- b. . Students must submit a reservation request for all proctored examinations and present a valid picture identification card at the time and location of their reserved examination.
- c. Students may be required to sign an affidavit declaring their understanding of ethical uses of technology.

F. Accessibility (ADA)

As with traditional courses, students taking distance education courses may request accommodations to meet individual needs of the learner. In distance education courses, special arrangements may be made to deliver the course in an alternative format as needed.

G. Copyright Compliance

Faculty are expected to understand and adhere to the copyright law of the United States (Title 17, United States Code), as updated by the Technology, Education, and Copyright Harmonization Act (TEACH Act). Copyright law must be followed when performances, displays, copies or other reproductions of copyrighted material are made available to students. This includes the posting of copyrighted material on any college learning management system. Under the TEACH Act, it is permissible to make copyrighted materials available to students, providing that such materials (1) do not exceed an amount or duration comparable to that typically displayed in a live classroom setting; (2) Are directly related to the course content; (3) are an integral part of the teaching content; (4) are intended solely for and are available only to students enrolled in the course; and (5) are retained only for the class session. The students must be notified that the materials may be subject to copyright protection.

H. Intellectual Property Rights

SWTJC supports the development, production, and dissemination of intellectual property by its employees. Intellectual property includes, but is not limited to, inventions, copyrightable works, trademarks, and tangible research property. (See Policy [CT - LEGAL](#) and [CT - LOCAL](#))

Students Support

A. Student Complaints/Grievance Procedures

Any student who wishes to make a formal complaint to the college should refer to the Student Handbook, which is available online at <http://swtjc.edu/pages//about-swtjc/handbooks/student-handbook>.

B. Counseling and Advising

Distance education students can access the same advising and counseling as their traditional counterparts. With offices on the Crystal City, Eagle Pass, Del Rio, and Uvalde campuses, the Counseling Centers assist students with academic, technical, career, and personal concerns in ways consistent with their personal and educational goals, and in ways which benefit them currently and in the future. Students needing specific support services should contact the Counseling Center, (830) 591-7366.

C. Student Success Services

Distance education students can access the same student success services as their traditional counterparts. Services include tutoring, study plans, study groups, resource libraries, computer labs, university preparation, and transfer advising. Writing feedback and tutoring are offered online to off-campus, distance education students via the Writing Centers.

D. Library Resources

The college ensures that students participating in distance education courses have access to adequate and appropriate learning resources. Students have access to the SWTJC libraries and also the virtual library resources. The home page for the SWTJC libraries is <https://library.swtjc.edu/>.

College Bookstore

Information concerning the college bookstore can be accessed at its home page, <http://www.swtjcbookstore.com/home.aspx>

COMMITTEE ASSIGNMENTS

Faculty members are assigned to various committees. Some assignments are made at the beginning of a given semester. Others are made during the regular school year as the need arises. Some committees are by circumstance more active than others. Committee assignments are an integral part of the instructor's work load and professional responsibility. This requirement assists in the overall operation of the College. No reduction is made in teaching load for committee assignments unless exceptional circumstances arise.

E. College Transportation

The college provides college-owned vehicles to faculty who are teaching classes at other sites on a previously arranged basis each semester based on vehicle availability and the overall transportation needs of college personnel. Faculty members are expected to follow the policy on using college-owned vehicles. Any violation of this policy may result in the faculty member having this privilege removed and/or further administration action. [Policy](#)

Southwest Texas Junior College

Faculty Load Sheet

Name:
Semester:

Division:
Date:

---WEEKLY CLASS SCHEDULE---

| COURSE | SECTION | CLASS TIME | LECTURE HOURS | LAB HOURS | TOTAL HOURS |
|--------|---------|------------|---------------|-----------|-------------|
|--------|---------|------------|---------------|-----------|-------------|

POSTED OFFICE HOURS

MINIMUM POSTED OFFICE HOURS

| | TIME | HOURS | HOURS |
|---|------|----------------------|--|
| MONDAY | | | Contract Office Hours |
| TUESDAY | | | Online Contact Hours |
| WEDNESDAY | | | Online Office Hours |
| THURSDAY | | | Total Activity Hours |
| FRIDAY | | | Institutional Directed Office Hour |
| | | | Release Time |
| | | | Minimum Posted Office Hours <input type="text"/> |
| TOTAL POSTED OFFICE HOURS | | <input type="text"/> | |
| ONLINE OFFICE HOURS | | <input type="text"/> | |
| TOTAL POSTED/ONLINE OFFICE HOURS | | <input type="text"/> | |

Please specify up to a maximum of five office hours that are used for:

- Travel
- Club
- Committee
- Student Activity
- Other Activity

TOTAL NON-POSTED OFFICE HOURS

B. TOTAL WEEKLY OFFICE HOURS (POSTED & NON-POSTED)

C. INSTITUTIONAL OFFICE HOUR

D. ADJUSTMENT FOR ONLINE CONTACT HOURS

E. RELEASE CONTACT HOURS

F. TOTAL OF A, B, C, D & E MUST BE CONTRACT LOAD

---EXTRA CLASSES---

| COURSES | SECTION | CLASS TIME | LECTURE HOURS | LAB HOURS | TOTAL HOURS |
|----------------|----------------|-----------------------|--------------------------|----------------------|------------------------|
|----------------|----------------|-----------------------|--------------------------|----------------------|------------------------|

FACULTY REGULATIONS AND PROCEDURES

CLASS SIZE

LIMITATIONS

The following policies on class size apply to all classes.

1. An effort is made to limit Freshman English classes to twenty-five students and most academic classes to thirty-five students. Exceptions may be made by special arrangements.
2. Generally, a minimum of ten students is required for a class to be held or “make.”
3. Exceptions to the above policy will be made by the Vice President of Academic Affairs, the Campus Vice Presidents, or the President of the College with the six factors that are listed below taken into consideration.
 - a. The total number of students enrolled in that department.
 - b. The contact hours earned by the student enrolled.
 - c. The department budget expenditures.
 - d. Future enrollment projections. (e.g., small STEM class sections may be allowed to promote STEM majors).
 - e. Student need for graduation requirements.
 - f. The needs for the department to assure more diversity in course offerings for the institution.
4. Classes taught through instructional telecommunications (interactive video) are limited to fifteen students per site not to exceed 45. Exceptions may be made by special arrangement.

ADEQUATE ENROLLMENT

Class enrollment in each department should be adequate to warrant the number of instructors assigned a full teaching load in that department. Adequate enrollment for a department shall be determined by a committee composed of the President, the Vice President of Academic Affairs, the appropriate Dean, and the appropriate Division Chair. The factors to be considered in determining adequate faculty shall be the six items listed above in #3.

FACULTY REGULATION AND PROCEDURES EXAMINATIONS, GRADING AND WITHDRAWAL

EXAMINATION FINALS AND MAKEUPS

Final Examinations will be scheduled by the Registrar; all others by the instructors. Departures from the Final Exam Schedule must be approved by the appropriate Dean, the appropriate Vice President, or the Vice President of Academic Affairs. Examinations missed as a result of absences not specifically excused through proper channels may be made up only with the consent of the instructor. The instructor is responsible for clearly stating his/her exam make-up policy in each course syllabus. The student is responsible for making arrangements with the instructor to take make-up examinations when allowed.

Instructors should post final examination and semester grades only through the approved electronic vehicles (currently Canvas and WebAdvisor). Instructors must observe privacy rules and regulations provided through the Family Educational Rights and Privacy Act (FERPA) or otherwise provided by College policy.

The nature and content of examinations are left to the discretion of the instructor.

Some departments require common final exams. In this case the departmental instructors work collaboratively to develop the exam.

EARLY CLASS DISMISSAL

Other than for online courses, instructors are expected to hold all classes and laboratories for the entire scheduled times. It is against the policy of the college for classes to be dismissed early unless scheduled tests absorb over half of the period. A ten or fifteen minute quiz does not justify dismissal of a class.

Online courses should be designed to require instructors and students to invest time, effort, and preparation similar to that required for success in 'face-to-face' courses.

GRADING METHODS

A great deal of misunderstanding over grades will be avoided if the instructor explains grading methods to the students at the beginning of the school term. That explanation must accompany a written description of the instructor's grading method in the class syllabus, including numbers and types of exams, quizzes, etc., and their point or percentage values.

Instructors may follow any method of grading they desire, as long as it is based on a sound and fair academic procedure. Mid-term and semester grades are designated in terms of letters, which may be interpreted as follows:

| | | | |
|---|---|-----------|----------|
| A | = | Excellent | 90-100 |
| B | = | Good | 80-89 |
| C | = | Average | 70-79 |
| D | = | Passing | 60-69 |
| F | = | Failure | 59-Below |

EXAMINATIONS, GRADING AND WITHDRAWAL

| | | |
|----|---|---|
| I | = | Incomplete |
| W | = | Withdrew |
| EW | = | Enforced Withdrawal |
| Q | = | Quit Assigned for students who have excessive absences but to not receive an "F" for the course |

I becomes an **F** if the student does not complete remaining work during the first six-weeks of the subsequent semester. If the student completes the necessary work, the instructor should complete the "Request for Grade Change" and submit it to the Vice President of Academic Affairs. A student's grade may be changed to remove an "I," to correct miscalculation, or to correct a data entry error. A student who withdraws from a course before the published "last day to drop" will receive a "W." After that, an earned grade must be assigned by the instructor.

Developmental courses (college preparatory) are graded on an **A, B, C, F, P, W,** and **EW** basis. Developmental courses are calculated in the student's Overall GPA. The grade of **EW** stands for **Enforced Withdrawal**. This grade will be applied administratively to distinguish between an institutionally enforced withdrawal and a student-initiated withdrawal. Grade point averages are computed by assigning values to each grade as follows:

| | | | | | |
|----------------|----------|----------------|----------|-----------------|----------|
| A | 4 points | F | 0 points | W | 0 points |
| B | 3 points | P | 0 points | EW | 0 points |
| C | 2 points | Q | 0 points | | |

It is also the policy of Southwest Texas Junior College that student grades be determined on the basis of the students' performance in learning the course curriculum. Enhancement of grades based on students' participation in activities that take place outside the classroom, laboratory, or library is permitted if the activity is related to one or more of the approval learning outcomes of the course.

Under no circumstances shall academic credit be granted for fund-raising activities.

PERMANENT RECORD GRADES

The "Request for Grade Change Form" will be completed by each instructor when a student's grade must be changed. This form will be kept in the student's permanent file by the Registrar.

REQUEST FOR "GRADE CHANGE" FORM

Date _____

STUDENT INFORMATION

Name: _____

Colleague Assigned# _____

Course Title: _____

Grade From

To

FACULTY INFORMATION

Name of Instructor: _____

Justification:

- _____ a. Removal of "I"
- _____ b. Miscalculation of Grade
- _____ c. Other – Attach explanation

Semester/Year when course was initially attempted _____

Faculty Signature

Vice President of Academic Affairs

FACULTY REGULATIONS AND PROCEDURES RECORDS REPORTS AND SYLLABI

REPORTS

Instructors will file promptly reports required by the administrative officers of the college.

CLASS ROLLS AND MID-SEMESTER GRADES

Through WebAdvisor, instructors access official student rosters for each of their classes provided every semester by the Registrar's Office. Faculty verify, correct, and return these rosters to the Registrar's Office at designated times.

Mid-semester grades for all students must be submitted via WebAdvisor by faculty according to deadlines provided by the Registrar's Office. Faculty will record mid-semester grades as 'A,' 'B,' 'C,' 'D,' or 'F.' These letter grades do not have to correspond to exact numerical grades but should represent students' status at mid-term.

GRADE BOOK

Instructors must enter and save all student grades in the Grade Book feature/function of Canvas or the currently required Learning Management System. Instructors must enter and save grades in a timely manner, and students must have access to all grades assigned during a given semester.

SYLLABI

All instructors are required to have a syllabus for each course and laboratory they teach and make the syllabi available to students. An electronic copy of each syllabus, by semester be on file in the Syllabus Manager. Division Chairs are responsible for maintaining current master Syllabi for all courses offered in their division.

FACULTY REGULATIONS AND PROCEDURES ATTENDANCE AND ABSENCE

FACULTY ABSENCES

When instructors are as much as fifteen minutes late to a class, students are entitled to a "walk". When unable to meet a class, instructors should notify, as appropriate, the Division Chair, the Vice President of their campus, the Dean of Liberal Arts and Adult Education and Literacy or Applied Sciences and Workforce Education, or the Vice President of Academic Affairs as far in advance as possible. Instructors should also provide, via electronic or other means, assignments and a brief description of the work to be done in their class (es) during their absence.

Instructors are expected to meet classes punctually and regularly. Unexcused absence is just cause for the college to withhold a day's pay. Unexcused tardiness is also just cause for the college to withhold one-fourth day's pay.

STUDENT ABSENCES

Regular College Class Attendance Policy

Students are expected to regularly attend all classes in which they are enrolled and are responsible for the completion, if permitted, of all work missed because of an absence. Any class work missed because of an absence and not completed may affect the grade of the student regardless of the reason for the absence. The manner in which make-up work for absences is administered is left to the professional discretion of the individual faculty member. SWTJC makes no distinction between excused or unexcused absences. Therefore, the instructor may count all absences except when prohibited by State law or statute.

According to State law there may be a valid reason for a student's absence from class. Acceptable reasons are, but not limited to: personal illness, death in the immediate family, religious holy days in compliance with Section 51.911 of the Texas Higher Education Code, military or legal obligations, or school trips. It is the responsibility of the student to inform the instructor of an absence related to one or more of the aforementioned categories and to ask for make-up work. A high school student who misses class due to a required function at their school district or a University Scholastic League (UIL) event will be excused. Documentation of such activities must be provided to the instructor. Arrangements must be made with the instructor prior to the absence. Students must be allowed to complete missed work due to an excused absence without penalty.

An instructor may request the withdrawal of a student from a class when the total number of absences exceeds SWTJC criteria for "Excessive Absences" and the student has failed to make the appropriate contact with the instructor regarding the validity of the absence and the need for make-up work.

SWTJC defines "Excessive Absences" as a student's number of absences having exceeded the equivalent of two weeks of class meetings in a course; specifically: (a) six absences from a class that meets three times per week (typical MWF schedule), (b) four absences from a class that meets two times per week (typical TTH schedule) and, (c) two absences from a class that meets once per week (typical evening course). Attendance counting begins on the official first day of class. When a student reaches the "Excessive Absence" threshold, the instructor may report the student to the Vice President of Academic Affairs. For attendance reporting purposes

for online classes, "attendance" is defined as a student's having logged on and completed a reviewable/gradable activity.

The "Excessive Absences Drop Form" is used for this reporting. If the absences continue, the instructor may initiate an enforced withdrawal by using this "form." Following agreement by the Vice President of Academic Affairs, the student will be dropped from the class. When an instructor requests the enforced withdrawal of a student from a class, a grade of "EW" will be recorded.

Developmental Education Class Attendance Policy

Students are expected to regularly attend all classes in which they are enrolled and are responsible for the completion of all work missed during an absence. Any instruction missed and not completed may affect the grade of the student regardless of the reason for the absence. The manner in which make-up work is administered is left to the professional discretion of the individual faculty member.

The instructor of a developmental education course may request the withdrawal of a student from a class when the total number of absences exceeds the equivalent of two weeks of class meetings in a course; specifically: (a) six from a class that meets three times per week (typical MWF schedule), (b) four from a class that meets two times per week (typical TTh schedule), (c) two from a class that meets once per week (typical evening course), and (d) three from a summer class. Attendance counting begins on the official first day of class. When an instructor requests the withdrawal (drop) of a student from a course due to excessive absences, a grade of EW will be recorded for the student. SWTJC makes no distinction between excused or unexcused absences. Therefore, the instructor may count all absences in reaching the total except when prohibited by State law or statute.

College policy requires that faculty maintain student attendance records in Canvas (or the currently required LMS) throughout a semester. Based on this report, the college will review and assess the situation of students not showing regular attendance and withdraw students who do not take corrective action. At times other than these, the option of forced withdrawal is left to the course instructor (see above).

Students who test below the "college ready" threshold on the TSI Assessment and whose individual education plan calls for enrollment in one or more developmental instruction areas must remain enrolled in at least one of those areas or they may be withdrawn from all classes.

Attendance Reporting Procedure

The primary purpose of the SWTJC Attendance Procedure is to strongly encourage students to attend class. In fall 2012, faculty began recording attendance daily on the college's portal system, Canvas. This has made possible the collection of real time attendance data resulting in more timely interventions to get students back to regular attendance. This improvement is reflected in the procedure described below.

SWTJC third and eighth week attendance management procedure

It is important that students be warned for excessive absences during the first 3 weeks of class in a regular term. The procedure below includes this restriction.

1. Week 1 Attendance Report

- a. OIPR Responsibility:
 - i. At 1:00 PM on Tuesday of following week, dump Canvas.
 - ii. Prepare "student no-show" list and forward to registrar and VP Student Services.
 - iii. Prepare "class not set-up" list and forward to Technical Dean, Liberal Arts Dean, and VP Instruction.
- b. Registrar responsibility:
 - i. Check registration records against "student no-show" list.
 - ii. Remove students not registered.
 - iii. Email edited list to Dean of Applied Sciences, Dean of Liberal Arts, and VP Academics.
 - iv. Robo-call and email students on edited list, encouraging them to attend class.
- c. Dean of Applied Sciences and Dean of Liberal Arts
 - i. Contact instructors on "class not set-up list" to resolve issue.
 - ii. Contact instructors on "student no-show" list with instructions to email and phone, encouraging an immediate return to class.
- d. Faculty responsibility:
 - i. If applicable, set-up classes on "class not set-up" list.
 - ii. Communicate with non-attending students by phone and email.
 - iii. If applicable, complete "Attending But Not Registered Form" and forward to registrar.

2. Week 2 Attendance Report (same as week 1)

- a. OIPR Responsibility:
 - i. At 1:00 PM on Tuesday of following week, dump Canvas attendance report.
 - ii. Prepare "student no-show" list and forward to registrar and VP Student Services.
 - iii. Send "student no-show" list to all instructors on the list.
 - iv. Prepare "class not set-up" list and forward to chairs and copy Technical Dean, Liberal Arts Dean, and VP Instruction.
- b. Registrar responsibility:
 - i. Check registration records against "student no-show" list.
 - ii. Remove students not registered.
 - iii. Email and robo-call remaining students and encourage to attend class.
- c. Faculty responsibility:
 - i. Set-up classes on "class not set-up" list.
 - ii. Communicate with non-attending students by phone and email.
 - iii. If applicable, complete "Attending But Not Registered Form" and forward to registrar.

3. Week 3 Attendance Report

- a. Week 3 Attendance Report
 - i. At 1:00 PM on Tuesday of following week, dump Canvas attendance report.
 - ii. Prepare "student no-show" list and forward to registrar and VP Student Services.
- b. Registrar responsibility:
 - i. Check registration records against "student no-show" list.
 - ii. Remove students not registered.
 - iii. Remove remaining students from class.
 - iv. Prepare final rosters and e-mail to instructors.
- c. Faculty responsibility:
 - i. Review the final roster received from the Registrar and notify the Registrar's office of any inaccuracies.

4. Week 8 Attendance Report

- a. OIPR Responsibility:
 - i. At 1:00 PM on Tuesday of following week, dump Canvas attendance report and e-mail it to the VP of Academic Affairs, Dean of Liberal Arts, Dean of Applied Sciences, and the Registrar.
- b. Registrar responsibility:
 - i. Drop students per each instructor's request as submitted on the Excessive Absence Drop Form.
- c. Faculty responsibility:
 - i. Prepare the Excessive Absence Drop Form and submit to the Registrar.

FACULTY REGULATIONS AND PROCEDURES ESTABLISHMENT OF NEW PROGRAM OR COURSE

The Curriculum Committee is the body charged with approving new programs or courses and for approving changes to existing programs.

Members

Vice President of Academic Affairs, Chair
Dean of Applied Sciences
Dean of Liberal Arts
Dean of Workforce Education
Each Division Chair
Vice President of Eagle Pass and Del Rio
Registrar
One Advisor/Counselor
Financial Aid Representative
Library Representative
Four Faculty Members
One Faculty Association Representative
One Student Representative

A recommending body to the President's Cabinet, the Curriculum Committee collects and analyzes educational program data and thereby:

1. Recommends and initially approves changes to SWTJC curricula and to educational policy and procedures;
2. Recommends and initially approves changes to relevant portions of the College Catalog and the Faculty Handbook;
3. Serves as a forum for the presentation and exchange of general information regarding all educational functions of the college;
4. Ensures that college curricula comply with rules and regulations of the SACSCOC, THECB, the Texas Board of Nursing, and all other relevant agencies;
5. Ensures that the curricula directly relate to the statement of purpose and strategic goals of the institution.

New Program/Policy/Procedure:

To recommend new programs of study or courses, or to recommend changes to existing degree plans, programs, courses, policies or procedures, the sequence below should be followed:

1. The President, Vice Presidents, Deans, Division Chairs, Program Directors, or their designees may propose a new offering or a change.
2. Academic Programs and Courses –
Those making the proposal to the Curriculum Committee should conduct research on courses taught in senior colleges and universities in the first two years (concerning transferability) and on courses taught in other junior colleges. The course(s) must be listed in the current Lower Division Academic Course Guide Manual (ACGM).

3. Technical-Vocational Programs --
Those making the proposal to the Curriculum Committee should conduct research based on the needs of the community and the needs of students. This involves the use of input from advisory committees. The course(s) must be listed in the current Workforce Education Course Manual (WECM).
4. Initiator reports to the Curriculum Committee after having submitted the appropriate paperwork to the Committee.
5. The Curriculum Committee votes approval/disapproval of new course, program, policy, or procedure.
6. The Curriculum Committee chair submits the approved item to the Cabinet and to the President of Southwest Texas Junior College for approval/disapproval.

Program Revisions after Cabinet Approval:

1. The appropriate Dean submits proposed courses or programs to the Board of Trustees, Southwest Texas Junior College, for its approval.
2. The appropriate Dean submits academic and vocational courses to the Coordinating Board for approval.
3. The Program Review process evaluates and monitors progress and degrees of success.
4. The Curriculum Committee reviews appropriate data provided by the Office of Institutional Planning & Research.
5. The Curriculum Committee makes recommendations to the Cabinet regarding strategy modifications.
6. The Curriculum Committee recommends to the Cabinet to implement, expand, reduce, or terminate specific programs.

FACULTY REGULATIONS AND PROCEDURES SPONSORS OF STUDENT ORGANIZATIONS

FACULTY DUTIES AND RESPONSIBILITIES

The relationship between advisor and students is crucial to the success of the student organization. The relationship will vary from semester to semester, year to year and individual to individual. It is critical that the advisor and the student organization members and officers clearly communicate expectations with each other. The following list contains duties and responsibilities for student organization advisors.

1. The advisor recognizes and supports the role participation in student organizations plays in the educational and personal development of students.
2. The advisor works with the student organization, but does not dictate the group's programs or activities. Advisors should be frank and honest in offering suggestions, ideas, and possible consequences, but does not exercise power or control over the policy of such organizations unless the policy violates College policy.
3. The advisor should attend meetings regularly, consult frequently with officers, and be well informed as to the programs and activities of the student organization. The advisor should be familiar with the goals of the organization and should help members evaluate progress.
4. The advisor should be familiar with the constitution and bylaws and help with interpretation and application. Ensures that a copy of the constitution and bylaws and a list of officers is on file in the Student Life office within the first month of each fall semester.
5. The advisor should be highly familiar with College policies and procedures and work with the student organization to comply with them.
6. The advisor should be aware of the financial condition of the student organization and work with the student members to keep accurate financial records. Advisors will verify and sign all requisitions for the disbursement of organization funds; ensures that no student makes purchases for his/her club in the name of the College.
7. The advisor should guide students in selection of program content and purpose, encourage the organization to provide opportunities for educational and personal development, and help ensure that activities and programs justify expenditure of students' time, abilities, energy, and dues.
8. The advisor should help train new officers and help develop leadership skills among officers and members of the organization. Advisors should work closely with officers to understand their responsibilities and to interpret and apply policies and regulations.
9. The advisor should discourage domination of the organization by any individual or group, encourage members to fully participate and take responsibility for group activities, and inspire balance between academics and co-curricular commitments.
10. The advisor should be aware of liability issues, advise the organization to make prudent decisions regarding these issues in planning activities, and be prepared to deal with major problems or emergencies within the organization. The advisor should provide supervision of students on all off-campus trips.

FACULTY REGULATIONS AND PROCEDURES

TRAVEL APPROVAL

All trips for instructional purposes must be approved in advance by the appropriate Division Chair, Dean, and the supervising Vice President. Instructional trips will be approved when such experience is deemed to be an integral and essential part of a program of study. Students will be allowed to make up any classroom work that is necessary. The college will provide expenses for instructors and transportation on approved trips but the students must pay their own expenses unless the club has raised funds and properly deposited them in the Club activities account.

USE OF COLLEGE VEHICLES

All trips sponsored by student organizations must be approved in advance by the Office of Student Life and by the Vice President of Student Services. All costs of such trips must be borne by the organization. If college vehicles are used for such trips, then prevailing institutional mileage rate charge will be applied.

College owned vehicles may be used for in state trips only.

APPROVAL OF DRIVERS

Any driver that is not a SWTJC regular employee must be approved by the Vice President of Student Services or the Vice President for Administrative Affairs prior to being allowed to drive for the trip. Personnel sponsoring the trip should submit in writing a request for approval allowing adequate time for approval prior to the trip. The request for approval must be accompanied by a statement signed by the proposed driver indicating all moving violations and/or accidents incurred within the last three years. All drivers of SWTJC vehicles are subject to random drug testing. [Policy](#)

LIST OF ABSENTEES

Sponsors scheduling trips or other school activities should provide the faculty, the administration, and the cafeteria with a list of the names of prospective absentees two days in advance of the event.

FACULTY REGULATIONS AND PROCEDURES TEXTBOOKS AND PRINTING CENTER SERVICES

TEXTBOOKS

Classroom texts are used for a minimum of two years unless exceptional circumstances apply. Requisition forms for book changes are available via the Curriculum and Instruction web page.

In order to provide adequate time for book changes to be processed and in order to establish consistency in ordering, book change requisitions shall be processed only during the summer months. This will allow for all books to be available in the fall semester of each year. All book changes must be approved by the appropriate Division Chair, Dean, and the Vice President of Academic Affairs. The bookstore manager shall notify the Division Chair of any books that are no longer available upon ordering, or if a book (new edition) is received other than the one ordered. Exceptions to this policy must be approved by the appropriate Division Chair, Dean, and the Vice President of Academic Affairs.

PRINTING CENTER SERVICES

Faculty and Staff should utilize the Printing Center whenever possible to meet printing or duplicating needs. Additional services include collating, stapling and binding of materials.

All routine work requests should be submitted three days in advance of the day needed. Larger projects or special projects should be submitted earlier. Requests may be submitted via email at fgarza1054@swtjc.edu. Clients should consult Printing Center personnel for a completion timeline projection.

FACULTY REGULATIONS AND PROCEDURES EVALUATIONS

PURPOSE

The purpose of the faculty evaluation instruments shall be to (1) promote professional excellence and improve skills; (2) facilitate and enhance student learning and growth; and (3) provide for the continuous improvement of program quality by using the results for individual faculty improvement plans.

PHILOSOPHY

The evaluation process at Southwest Texas Junior College is built on mutual trust and open communication to maintain the dignity and worth of the individual and the college.

With the cooperation of the faculty, the administration shall be responsible for maintaining procedures and criteria for the evaluation of all teaching staff.

Evaluation is an assessment of the individual's fulfillment of contractual responsibilities and of support for and progress toward the college's goals and objectives.

OBJECTIVES

1. To evaluate the effectiveness of the instructor in presenting knowledge, information, and ideas by appropriate means and methods.
2. To emphasize interaction between instructor and students.
3. To assist the instructor in the implementation of effective teaching techniques.
4. To provide the instructor with sources of information and material for self-development.
5. To provide data that indicates what is expected of the instructor.
6. To assist the instructor to find and understand his/her strengths and weaknesses in order to improve instructional performances and assist in reaching the overall objective of the instructional program.
7. To provide students with a means to express views which are relevant to faculty development and administrative decisions affecting personnel.
8. To increase among students, faculty and administrators the exchange and the interchange of ideas that will lead to general improvement in teaching performance.
9. To provide a comprehensive record for evaluation of teaching effectiveness; which can be used as one of the criteria when reappointment, tenure or promotion is being considered.
10. To continue to develop a sense of responsibility and to provide a response to the demand for accountability imposed by contractual agreement and *The Faculty Handbook*.
11. To promote institutional effectiveness.

FREQUENCY

Self-Evaluations, Student Evaluations, and Division Chair Evaluations will be conducted every year for the first three years of an instructor's employment, again during the sixth and tenth years of service, and then each five years thereafter (fifteenth, twentieth, etc.) Additional evaluation procedures will occur in necessary Deans will conduct the Division Chair Evaluations at their locations. Evaluation by the Vice President of Academic Affairs will be conducted on an as-needed basis.

Student evaluations will be summarized for each faculty member using a frequency table for each item and also an additional table displaying a mean score calculation. The n/a rating will not be calculated in the mean score average.

FACULTY PORTFOLIO

At the end of each spring semester, each full-time faculty member will submit a Professional Development Planner report. This information will be used to help document improvement in the educational programs of SWTJC and may be used to prepare applications for tenure.

The following categories must be completed by May 31st each year:

1. Professional Development Plans
 - a. Update Division Chair/Director and Dean
2. Professional Development Activities
 - Section I – complete before activity has taken place
 - Section II – complete after activity has taken place

Activities include the following:

- a. graduate hours earned
 - b. summaries of seminars, workshop in-service training programs, and professional meetings attended
 - c. description of consulting activities
 - d. list of committees (State, Regional, or National) that you serve on
3. Faculty Profile
 4. Fall Classes
 5. Fall Profile
 6. Fall Load Sheet
 7. Fall Institutional Hours
 8. Spring Classes
 9. Spring Profile
 10. Spring Load Sheet
 11. Spring Institutional Hours
 12. Institutional Service Responsibilities including:
 - a. description or service on standing of ad hoc committees, as evaluated by the committee chairperson
 13. Students Service Responsibilities including:
 - a. List of student organization sponsored.
 - b. List of extra-curricular activities or service

14. Professional Growth including

- a. list of panels, workshops, and seminars where faculty member was a presenter.
- b. description of papers presented at conferences or published in professional journals.
- c. list of community/civic activities.
- d. research underway or completed.
- e. grants or awards received during the year.

15. Self-Evaluation Form

16. Professional Development Form

- a. Based on Self-Evaluation
- b. Based on Student Evaluation
- c. Based on Supervisor Evaluation (if evaluated)

Southwest Texas Junior College

Faculty Profile

Name:

Date:

Division:

Year:

I. TEACHING

A. Fall 20XX Classes

Fall 20XX Profile

1. Contracted load – class:6
2. Contacted load – office:
3. Lecture load:
4. Lab Load:
5. Lecture overhead:
6. Lab overload:
7. Online load:
8. Course preparations:
9. New course taught
10. New course developed:
11. Instructional Methods:

Lecture
Lab
Seminar

Field Course
Self-Paced
Mini-Course

Other/Describe:

Travel hours to off-campus classes (regular load):

POSTED OFFICE HOURS

| | TIME | HOURS |
|------------------------------------|-------------|--------------|
| MONDAY | | |
| TUESDAY | | |
| WEDNESDAY | | |
| THURSDAY | | |
| FRIDAY | | |
| ONLINE OFFICE HOURS (MAX 5) | | |
| TOTAL POSTED OFFICE HOURS | | |

NON-POSTED OFFICE HOURS

- Travel**
- Club**
- Committee**
- Student Activity**
- Other Activity**

TOTAL NON-POSTED OFFICE HOURS

TOTAL OFFICE HOURS

B. Spring 20XX Classes

II. INSTITUTIONAL SERVICE RESPONSIBILITIES

| | |
|--------------------------|--|
| SWTJC Committee/Activity | |
| Committee Chair | |
| Your Role | |
| Frequency of Meetings | |

III. STUDENT SERVICE RESPONSIBILITIES

| | |
|-----------------------|--|
| SWTJC Club/Activity | |
| Frequency of Meetings | |

IV. Professional Growth

| | |
|---|--|
| Workshops of conference attended | |
| Professional organization membership | |
| Publications other than news release | |
| Research underway | |
| Grants or awards received during the year | |
| Community Service Involvement | |

Self-Evaluation

Name _____

Date _____

Division _____

Year _____

| Yes | No | Sometime | N/A | | |
|-----|----|----------|-----|-----------|---|
| | | | | 1 | Do you clearly identify course goals to your students? |
| | | | | 2 | Do you frequently stop to ask pertinent questions to check student? |
| | | | | 3 | Do you provide learning activities which encourage active student? |
| | | | | 4 | Do you provide students with a written, clearly-stated grading system that is fair and equitable? |
| | | | | 5 | Are you accessible to your students? |
| | | | | 6 | Do you demonstrate interest in your students? |
| | | | | 7 | Are you adept at classroom management skills? (Returning tests and assignments promptly, beginning and ending class on time, handling problem students, etc.) |
| | | | | 8 | Do you accept constructive criticism, responding favorably to suggestions for improvement? |
| | | | | 9 | Do you seek methods to improve your teaching effectiveness? |
| | | | | 10 | Schedule permitting, do you attend student functions and activities? |
| | | | | 11 | Do you attend faculty and committee meetings? |
| | | | | 12 | Do you work to accomplish administrative goals? |
| | | | | 13 | Are you familiar with how to find college policies and procedures as outlined in the <i>Faculty Handbook</i> ? |
| | | | | 14 | Is it important for you to promote good community relationships which enhance the college's public image? |

Professional Development

| | |
|----------|--|
| Date | |
| Division | |

Based on Self Evaluation

| | |
|-----------------------------|--|
| Strengths | |
| Improvement Needs | |
| Goals Date of Completion | |

Based on Students Evaluation

| | |
|-----------------------------|--|
| Strengths | |
| Improvement Needs | |
| Goals Date of Completion | |

Based on Supervisor Evaluation

| | |
|-----------------------------|--|
| Strengths | |
| Improvement Needs | |
| Goals Date of Completion | |

Student Evaluation of Instruction

Instructor _____ Semester _____

Date _____ Class _____

Instruction: Think through each statement and give your fair and honest judgment. Please note: Online students will answer n/a for question 5.

1. Strongly Agree
2. Agree
3. Neither Agree or Disagree
4. Disagree
5. Strongly Disagree
- n/a Does not apply

The Instructor

- _____ 1. Provides students with a course syllabus that contains:
 - a) a clearly stated grading policy
 - b) an attendance policy
- _____ 2. Clearly explains the goals and objectives of the class.
- _____ 3. Demonstrate expertise of his/her subject.
- _____ 4. Is prepared and organized.
- _____ 5. As a rule keeps the class the entire period.
- _____ 6. Stay focused on the subject matter.
- _____ 7. In reasonably prompt in returning:
 - a) _____ test
 - b) _____ Assignments
- _____ 8. Gives a sufficient number of test and assignments to ensure fair evaluation.

- _____ 9. Gives adequate advance notice for major examination.
- _____ 10. Examination and other graded work are based on material stressed in lecture and/or assigned readings.
- _____ 11. Presents the material in a clear and understandable manner.
- _____ 12. Communicate clearly and distinctly.
- _____ 13. Present material in a way that permits note taking.
- _____ 14. Relates classroom material to the real world.
- _____ 15. Exhibits a positive attitude toward learning and students by:
 - a. ___ Encouraging student participation.
 - b. ___ Encouraging student expression of ideas.
 - c. ___ Respecting student viewpoints.
 - d. ___ Willingly admitting his/her errors.
- _____ 16. Is usually available for conference during office hours.
- _____ 17. As a result of this instructor, my interest in the subject has increased.

I.

Please check:

A. I am taking this course for the following reason

- 1. ___ It was required course.
- 2. ___ I took it as an elective.
- 3. ___ I am interested in this subject.
- 4. ___ Other (Specify)_____

B. Would you recommend this course to another student?

- 1. ___ Yes
- 2. ___ No
- 3. ___ Maybe

C. Would you recommend this instructor?

- 1. ___ Yes
- 2. ___ No
- 3. ___ Maybe

D. Would you take another class with this instructor?

1. Yes

2. No

3. Maybe.

II. What did you like most about the instructor's teaching methods?

III. What did you like least about the instructor's teaching method?

Professional Development Form
Recommendations Based on Student Evaluation

Name_____

Date_____

List of Strengths: (Areas which are scored highest)

List of Areas in Need of Improvement (Areas which are scored lowest)

Goal(s). (Include projected dates)

Action Plan: (If needed)

Comments:
Instructor:

Division Chair

Instructors

Division Chair

Date

Date

**PERFORMANCE AND DEVELOPMENT
FACULTY EVALUATION**

Instruction: Ratings are to be based on the Division Chair's, Dean's or Vice President's perception of the instructor's level of performance.

1- Unsatisfactory 2- Fair 3- Average 4- Good 5- Excellent N/A – Does not apply

FOLLOWS COLLEGE POLICIES:

- ____ 1. Completes records and reports accurately and according to schedule.
- ____ 2. Performs such assignments as may be assigned by appropriate supervisor(s) according to job description/responsibilities.
- ____ 3. Attends faculty and departmental meetings at which he/she is expected to be present.
- ____ 4. Is available at posted office hours and complies with attendance policy page <http://swtjc.edu/documents/hr/swtjcfacultyhandbook2018.pdf#page=45>
- ____ 5. Follows proper procedures.
- ____ 6. Follows proper channels and chain of command.

Comments:

QUALITY OF WORK:

- ____ 1. Expresses ideas clearly and accurately, both verbal and written.
- ____ 2. Written letters and documentation are professionally written and free of errors.
- ____ 3. Students are provided with a course syllabus, a written grading policy, and a written Class attendance policy; compliant with SWTJC policy. ([EFA \(Legal\)](#) and [Attendance Procedure](#) and [Attendance Policy \(DevEd\)](#))
- ____ 4. Excellent knowledge of subject matter is observed.
- ____ 5. Creates a positive learning environment where students are actively engaged.
- ____ 6. Other (discipline or department specific items).

Comments:

RESOURCEFULNESS:

- _____ 1. Proposes instructional, departmental and/or program improvements in areas including UAP goals, budget, and curriculum.
- _____ 2. Incorporates new teaching methods and/or technology.
- _____ 3. Other (discipline or department specific items).

Comments:

STUDENT RAPPORT/SERVICE:

- _____ 1. Develops professional relationships with students and encourages open communication between faculty and student.
- _____ 2. Takes part in early alert system to help at-risk students by reporting to appropriate staff and participates in advising students.
- _____ 3. Other (discipline or department specific items)

Comments:

PEER RAPORT/ADMINISTRATIVE SUPPORT

- _____ 1. Develops positive professional relationships with faculty and staff.
- _____ 2. Maintains adequate communication with appropriate supervisor(s).
- _____ 3. Demonstrates teamwork and willingness to support program/department and college initiatives.
- _____ 4. Accepts supervision, constructive criticism, and attempts to correct any deficiency.
- _____ 5. Willing to adapt to different circumstances or has sound reasons for opposition.
- _____ 6. Cooperates and contributes to institution with initiative.
- _____ 7. Other (discipline or department specific items).

Comments:

PROFESSIONALISM:

- _____ 1. Presents an appropriate professional appearance.
- _____ 2. Conduct/behavior and language inside/outside of the institution is appropriate according to SWTJC standards. ([DH Local](#))
- _____ 3. Demonstrates continued professional growth.

Comments:

STUDENT EVALUATIONS:

- _____ 1. Overall Student Instructional Survey rating of 4.00 or higher.
- _____ 2. Comments reflect positive impact of professor.
- _____ 3. Other (discipline or department specific items).

Comments:

Comments by Division Chair, Dean of Liberal Arts/Applied Sciences, or Vice President:

Comments by Instructor:

Instructor Date

Division Chair, Dean of Liberal Arts/Applied Science, or Vice President Date

Check Sheet for Class Visitation

Instructor _____ Date _____

Class _____ Period _____

- 1. Unsatisfactory
- 2. Fair
- 3. Average
- 4. Good
- 5. Excellent

n/a No opportunity to observe

- 1. ____ Class began on time.
- 2. ____ Class activities indicated good planning.
- 3. ____ Class lasted for entire scheduled time.
- 4. ____ Students seemed interested in the presentation.
- 5. ____ Students took notes.
- 6. ____ Students' participation in activities was appropriate.
- 7. ____ Instructor's presentation was appropriate (professional).
- 8. ____ Instructor's diction was clear and distinct.
- 9. ____ Instructor demonstrated self-confidence and poise.
- 10. ____ The general class atmosphere reflected mutual respect and regard.

Comments:

The best activity I noticed was

I think improvement could be made in

I have seen this report:

Signature of Instructor

Date

Instructor Comments:

Signature of Division Chair, Dean, or
Vice President

Professional Development Form
Recommendations Based on Division Chair's, Dean's, or Vice President's
Evaluation

Name _____

Date _____

List of Strengths: (Areas which are scored highest)

List of Areas in Need of Improvement: (Areas which are scored lowest)

Goal(s): (Include projected dates)

Action Plan: (If needed)

Comments:

Instructor:

Division Chair, Dean,
or Vice President

Instructor

Division Chair, Dean or
Vice President

Date

Date

Faculty Evaluation of Division Chair

Division _____ Chair _____ Semester _____

Date _____

Instructions: Ratings are to be based only the Faculty member's perception of the Division Chair's level of performance.

1. Unsatisfactory
 2. Fair
 3. Average
 4. Good
 5. Excellent
- n/a Does not apply

The Division Chair

1. ____ Demonstrates knowledge and use of basic administrative procedures.
2. ____ Efficiently manages administrative responsibilities.
3. ____ Is professional in his/her approach to the position.
4. ____ Is flexible in his/her approach to problem-solving.
5. ____ Demonstrates a positive attitude toward his/her work and maintains a helpful relationship with others.
6. ____ Promotes confidence and trust among faculty members.
7. ____ Supports, encourages and promotes teaching effectiveness.
8. ____ Encourages and assists in professional growth.
9. ____ Works effectively with other administrators, instructional personnel, and classified employees.
10. ____ Makes information available concerning the departmental budget.

11. ____ Provides faculty opportunity for input in departmental budget planning.
12. ____ Administers budgetary requests promptly and equitably.
13. ____ Provides faculty opportunity for input in preparation of class schedules.
14. ____ Is receptive to new course proposals.
15. ____ Welcomes suggestions for improving the department.
16. ____ Is open to suggestions and constructive criticism which are intended to improve his/her effectiveness.
17. ____ Explains the basis for his/her decisions.
18. ____ Posts and keeps required office hours.
19. ____ Treats all faculty fairly.
20. ____ Presents a professional appearance.
21. ____ Represents his/her division in communications with higher administration.
22. ____ Lets faculty members know when they've done a good job.
23. ____ Handles student complaints in an appropriate manner.
24. ____ Offers positive criticism for the improvement of instruction.
25. ____ Conducts classroom visitations as unobtrusively as possible.
26. ____ Conducts evaluations in a fair and professional manner.
27. ____ Provides the quality of leadership I expect.

What is the most important observation you can make about the division chair?

Identify any departmental policies or procedures which you feel need immediate improvement.

I have seen this report.

Faculty Member

Division Chair

Date

Dean/Division Chair's Evaluation of Vice President of Academic Affairs

Vice _____ President Semester _____

Date _____

Instructions: Ratings are to be based on the Dean/Division Chair's perception of the Vice President's level of performance.

1. Unsatisfactory
2. Fair
3. Average
4. Good
5. Excellent
- n/a Does not apply

The Vice President of Academic Affairs

1. ____ Is effective in carrying out the duties of his/her position.
2. ____ Understands and implements institutional policies, procedures and mission.
3. ____ Encourages a productive and mutually supportive atmosphere throughout the institution.
4. ____ Assists each Dean or Division Chair in the development and maintenance of budgetary matters and discusses budgetary priorities with them.
5. ____ Considers classroom activities of primary importance to the school program.
6. ____ Organizes and distributes information appropriately.
7. ____ Is willing to make decisions in the best interest of the overall program.
8. ____ Is able to communicate effectively with college personnel.
9. ____ Assigns work fairly.

10. ____ Is fair and objective in matters having to do with salaries, evaluations, renewal, promotion and tenure.
11. ____ Is available for consultations when needed.
12. ____ Recognizes and compliments faculty and staff on jobs well done.
13. ____ Discusses with the Dean/Division Chair those faculty members who need Improvement.
14. ____ Involves others in the decisions that affect them.
15. ____ Tolerates differences and considers other viewpoints.
16. ____ Gives constructive criticism in a positive manner.
17. ____ Is willing to help other administrators, faculty, and staff in personal.
18. ____ Responds constructively to students referred by faculty members for advice or assistance.
19. ____ Faculty feels free to approach him/her on any matter of concern.
20. ____ Makes fair and sound judgments regarding his/her areas of responsibility.
21. ____ Is effective in establishing and maintaining high morale among his/her staff.
22. ____ Explains the basis for his/her actions and decisions.
23. ____ Is flexible in his/her approach to problem-solving.
24. ____ Is open to suggestions and constructive criticism intended to improve his/her effectiveness.
25. ____ Is calm, self-assured, poised, and tactful.

Comments of Division Chair:

Division Chair Date

I have seen this report.

Vice President of Academic Affairs

Date

Dean's Evaluation of Division Chair

Division _____ Chair _____ Semester _____

Date _____

Instructions: Ratings are to be based on the Dean's perception of the Division Chair's level of performance.

1. Unsatisfactory
2. Fair
3. Average
4. Good
5. Excellent
- n/a Does not apply

The Division Chair

1. ____ Understands the division's purpose, goals and proper growth in service to the institution.
2. ____ Serves as an effective advisor to the Administration.
3. ____ Handles departmental problems without "unnecessary" communication with superiors.
4. ____ Facilitates communication between division and administration.
5. ____ Cooperates with colleagues and administrators in support of the mission and purpose of the college.
6. ____ Demonstrates the knowledge and use of basic administrative techniques and procedures relative to the responsibilities and duties of his/her position.
7. ____ Performs work-related activities with minimal supervision and direction.
8. ____ Demonstrates efficiency and promptness in meeting deadlines.
9. ____ Exercises sound judgment in the recruitment and selection of faculty and in administrative decision making.
10. ____ Accepts appointments to faculty and special committees.
11. ____ Effectively schedules classes and is impartial in the assignment of institutional work load.

- 12. ____ Effectively prepares, administers and utilizes division budget.
- 13. ____ Provides necessary information and feedback to co-workers.
- 14. ____ Promotes confidence and trust among faculty members.
- 15. ____ Focuses on the improvement of instruction.

Comments by Dean:

Dean

Date

I have seen this report.

Division Chair

Date

Evaluation of Adjunct Faculty by Supervisor:

Division Chair

Vice President

Instructional Assessment Coordinator

Instructor _____

Semester _____

Date _____

Instructions: Ratings are to be based on the Division Chair's/Vice President's, or Supervisor's perception of the instructor's level of performance.

1. Unsatisfactory
2. Fair
3. Average
4. Good
5. Excellent
- n/a Does not apply

The Instructor

1. ____ Is committed to job and institutional objectives.
2. ____ Demonstrates continued professional growth.
3. ____ Possesses health and stamina for effective job performance.
4. ____ Presents an appropriate professional appearance.
5. ____ Maintains adequate communication with appropriate supervisor(s).
6. ____ Follows proper procedures and policies.
7. ____ Follows proper channels and chains of commands.
8. ____ Performs such assignments as may be assigned by appropriate supervisor(s).
9. ____ Participates in evaluation procedures.
10. ____ Completes records and reports accurately and according to schedule.

11. ____ Accepts supervision, constructive criticism, and attempts to correct any Deficiency.
12. ____ Willing to adapt to different circumstances or has sound reasons for opposition.
13. ____ Demonstrates enthusiasm for teaching.
14. ____ Displays a courteous and helpful attitude toward students.
15. ____ Is available at posted office hours.
16. ____ Provides students with a course syllabus, a written grading policy, and A written class attendance policy.
17. ____ Makes sufficient effort to support college programs.
18. ____ Attends faculty and departmental meetings at which he/she is expected to be present.
19. ____ Works effectively with colleagues and associates.

Student comments on Instructor have been:

Comments by Supervisor:

Comments by Instructor:

I have seen this report.

Supervisor

Instructor

Professional Development Form

Recommendations Based on Supervisor's Evaluation

Name _____

Date _____

List of Strengths: (Areas which are scored highest)

List of Areas in Need of Improvement: (Areas which are scored lowest)

Goal(s): (Include projected dates)

Action Plan: (If needed)

Comments:

Instructor:

Supervisor:

Instructor

Supervisor

Date

Date

FACULTY REGULATIONS AND PROCEDURES NON-CREDIT AND CONTINUING EDUCATION COURSES

Courses designated as non-credit or continuing education may be provided by the College in accordance with state statutes and the regulations and standards formulated by the Texas Higher Education Coordinating Board and the Southern Association of Colleges and Schools, Commission on Colleges. The following procedures and guidelines will be adhered to in order to offer a non-credit or continuing education course:

1. The Dean of Applied Sciences and Workforce Education shall coordinate all non-credit and continuing education courses offered by the College, including recruitment and selection of instructors.
2. The intent of the costs levied for the course is for the course to be self-supporting. Therefore, a budget shall be developed and tuition determined to comply with this intent. If substantial costs for a course are defrayed by an outside entity, tuition and fees will be calculated accordingly.

A Continuing Education Unit is defined as ten contact hours of instruction in a non-credit course of study. Under this system ten contact hours equal one CEU.

The Continuing Education Unit (CEU) will be used as the basic means for recognizing an individual's participation in, and for recording the offering of non-credit classes, courses and programs.

The criteria established by the Southern Association of Colleges and Schools, Commission on Colleges for the awarding of CEU's shall be used to plan all non-credit courses.

The registrar or the office of the Dean of Workforce Education, as appropriate, shall keep a transcript for each individual completing a non-credit course of study. This record will contain the following:

1. Course Title
2. Beginning Date
3. Ending Date
4. Number of Contact Hours
5. Number of CEU's Awarded

CRITERIA FOR THE AWARDING OF THE CEU AND THE ESTABLISHMENT OF NON CREDIT COURSE

1. The non-credit activity is planned in response to an assessment of educational need for a specific target population.
2. There is a statement of objectives and rationale.
3. Content is selected and organized in a sequential manner.
4. There is evidence of pre-planning which should include opportunity for input by a representative of the target group to be served, the faculty area having content expertise, and continuing education personnel (personnel responsible for non-credit programs).
5. The activity is of an instructional nature and is sponsored or approved by an academic or administrative unit of the institution best qualified to affect the quality of the program content and to approve the resource personnel utilized.
6. There is provision for registration for individual participants and provision of data for individual reporting.
7. Appropriate evaluation procedures are utilized and criteria are established for awarding CEU's to individual students prior to the beginning of the activity. This may include the evaluation of student performance, institutional procedures, and course effectiveness.

FACULTY REGULATIONS AND PROCEDURES PERSONAL AND ACADEMIC CONDUCT

PROFESSIONAL AND PERSONAL ETHICS

All persons employed by the Board of Trustees of Southwest Texas Junior College assume the obligation to conduct themselves in accordance with the ideals of the higher education profession. Their personal life should reflect integrity and dignity of conduct. Habits of dress, drinking or other activities that may dissipate the morals of the individuals or their students will be considered a breach of professional ethics by the Board of Trustees and will be grounds for terminating employment.

ACADEMIC PREPARATION

Faculty members are expected to maintain themselves as competent scholars in their chosen academic fields, constantly growing in the knowledge of the subject and in the ability to present it effectively.

Faculty members should familiarize themselves with current degree plans in their major field to help students select their college program wisely.

FACULTY - DIVISION CHAIR

It is important for faculty members to realize they are first responsible to the division chair of their academic division. Any question regarding college policy or any academic problem should be referred first to the division chair. This is a matter of courtesy and of policy.

FACULTY ADVICE AND COUNSEL

Faculty Role and Responsibility in Institutional Governance

The responsibilities and authority of the Faculty on academic and governance matters are established through faculty representation on College committees. These Committees provide Faculty a voice in policy development and in decision related to College governance. Faculty members also have a role in governance matters through participation in institutional planning and the annual budget planning process.

FACULTY/STAFF REGULATIONS AND PROCEDURES INFORMATION TECHNOLOGY PROCUREMENT POLICY

Purpose

The purpose of the IT equipment purchasing policy is to establish standards, minimum performance capabilities and security of information, which also provides cost-effective standards for all end user computer hardware, software, mobile devices, printers, storage, servers, and cloud services for Southwest Texas Junior College. These standards allow Information Technology to leverage economies, streamline operations, minimize down-time and provide for a higher quality service.

IT Hardware & Software Procurement Guidelines

- Information Technology is the primary authority for purchasing IT hardware, software, and services for the College. These include laptops, desktops, tablets, phones, mobile devices, printers, storage, servers, and cloud services.
- A department or individual must purchase computer hardware and software through IT. Hardware or software not purchased through IT may not be eligible for reimbursement.
- Items purchased using any college funds including individual grants, remain property of the College and not the individual or department.
- At a minimum all equipment must be tagged as an asset for inventory and tracking purposes.

IT's Commitment to the Process

- Providing consulting services including designing the optimal specifications which meet the individual or department requirements.
- Obtaining the best price and/or service.
- Prompt delivery and installation of equipment and software.
- Installing College licensed software.
- Providing access to College assets including the Internet, networked drives and printers, wireless and wired networking.

If a specific requirement cannot be met by College standards then non-standard items (including but not limited to a major project) will be considered on an individual basis.

Justifications can be submitted on the appropriate Hardware/Software request form.

Purchasing will only process requests with approval from Information Services, and Information.

Services will only proceed with the requested approval of the party's immediate supervisor and the Department Vice President. Upholding these standards and regulations is a joint effort between Purchasing and the department of Information Technology.

- Requests are made through a Hardware/Software request Form that can be obtained from the Help Desk or the IT Directors Sharepoint site.

- Apple products cannot be purchased on a credit card from retail locations, or Apple.com, they MUST be ordered through a PO, and therefore may take longer to process than those items that are in stock.
- Non-approved app purchases on College-Owned Wireless Communication Devices will be the financial responsibility of the assignee.

Questions concerning items being purchased should be directed to the IT Help Desk at (830) 591-7323 or email helpdesk@swtjc.edu.

SOCIAL MEDIA POLICY

PURPOSE

These policies are for the purpose of providing information about the general guidelines and framework for the creation, use, and maintenance of social media by students and employees of Southwest Texas Junior College. The stated policies are intended to maximize opportunities for educational growth, encourage the development and improvement of education programs and improve the effectiveness of instruction at all levels, in accordance with the Policy Handbook.

ARTICLE I: DEFINITIONS

- A. "Social Media" is a category of websites and online media, in which users communicate, participate, share, network, and interact online. Social media websites include, but are not limited to, Facebook, Instagram, MySpace, LinkedIn, Friendster, Plaxo, Twitter, Blogs, YouTube, Bebo, and Flickr. For convenience, the term "social media" is used throughout this Policy and is intended to be construed broadly to comport to the principles set forth herein.
- B. "Employee" for the purposes of this Policy only, refers to every individual employed by the College, whether faculty or staff, salaried or hourly, or full-time or part-time.
- C. "College time" includes all time during which an employee of the College is being compensated for his or her work. For hourly employees, "College time" includes all hours during which the employee is on the clock or clocked in. For salaried employees, "College time" includes the time in which the employee is expected to perform duties pursuant to his or her employment with the College.
- D. "Constituents" include actual and potential online social media users and participants, including but not limited to current and prospective students, alumni, employees, donors, and members of the community.
- E. "Professional Use" refers to the use of social media in connection with employment by the College or as an official representative of the College.
- F. "Personal Use" refers to the use of social media for purposes other than those in the capacity as an employee or representative of the College.
- G. "Users" are individuals who access social media, email accounts, and other technology resources through an account or electronic device provided by, maintained by, or authorized by the college.

ARTICLE II: GENERAL CONSIDERATIONS FOR SOCIAL MEDIA USE

The College recognizes that online social media can be used to connect with constituents in many positive ways. However, the nature of online social media warrants certain caution. When using online social media, whether personally or professionally, employees of the College should be aware of the following:

- A. Users shall exercise discretion when posting onto social media sites that could reflect negatively on users or the College.
- B. Information posted on social media sites may continue to stay online even after it has been removed from the original social media site.
- C. Anything posted online is available to anyone in the world the moment it is placed online, even if access to the social media site is limited.
- D. By agreeing to a social media website's terms of service, the user may be granting permission for the online social media site to republish content, or share information with advertisers, third parties, and law enforcement, among others.

ARTICLE III: EMPLOYEE EXPECTATIONS FOR SOCIAL MEDIA USE

The College recognizes that the use of social media has far reaching implications and may create risks for users of social media as well as the College. In consideration of these risks, the College expects its employees to adhere to the following policies regarding social media:

- A. Users shall exercise discretion when posting onto social media sites that could reflect negatively on users or the College.
- B. Users shall be discreet, respectful, and as accurate as possible in posting content onto social media sites.
- C. Users shall be aware of their association with the College. If the user identifies himself or herself as an employee or student of the College on the social media site, any content posted by that user shall be consistent with the provisions of this Policy and all other policies and procedures of the College, including the Student Handbook and/or the SWTJC Employee Handbook of Policies and Procedures.
- D. Users shall not post any content onto a social media site, which discloses confidential or proprietary information of the College.
- E. Users shall not post content on social media sites, which violates any laws of the United States or the State of Texas, including but not limited to HIPAA, and FERPA.
- F. Users shall take ownership of content posted to a social media site, and should refrain from making anonymous posts.
- G. Users who choose to use social media should do so in compliance with applicable College policies and procedures, including the Student Handbook and/or the SWTJC Employee Handbook of Policies and Procedures.

ARTICLE IV: EMPLOYEE EXPECTATIONS FOR PROFESSIONAL USE OF SOCIAL MEDIA

The College acknowledges social media may be used by employees to enhance instruction; inform constituents about College activities and developments; build online communities for educational purposes; and share other relevant information between constituents.

- A. An employee shall notify his or her Division Chair, Dean or Director in advance, of the intention to use a social media website on which the employee will represent the College in an official capacity. The Division Chair, Dean or Director must approve, in advance, such a request from an employee.
- B. Employees maintaining a social media site for professional use are responsible for all content posted by the employee.
- C. Employees maintaining a social media site for professional use shall check the pages regularly to ensure the content is in compliance with the provisions of this Policy. It is recommended that social media sites for professional use be checked three (3) times each day.
- D. Employees maintaining a social media site for professional use are responsible for removing prohibited content from the site within a reasonable time after it is first posted. The following non-exhaustive list includes content which is prohibited from social media sites for professional use:
 1. Threats
 2. Gambling
 3. Obscene language and/or imagery
 4. Language or imagery depicting underage drinking, illegal drug use, or other inappropriate behavior
 5. Harassment
 6. Commercial use for personal financial profit
 7. Personal social relationships unrelated to College matters
 8. Content in violation of federal or state law
- E. Employees using social media sites for professional use shall include the following disclaimer:

"Southwest Texas Junior College accepts no responsibility or liability for any data, text, software, music, sound, photographs, images, video, messages, or other content generated by users and publicly posted on this site."
- F. Each social media site maintained for professional use shall place the following statement in a conspicuous manner on the main page:

"To report any concern about the content on this site please contact the Division Dean or the College President."
- G. Upon termination of the employment relationship with the College, employees maintaining a social media site for professional use shall transfer maintenance of the site to the department.

ARTICLE V: POLICIES GUIDING PERSONAL USE OF SOCIAL MEDIA

The lines between public and private, personal and professional are blurred with the use of online social media. By virtue of identifying oneself as an employee of the College, employees may act as a representative of the College. If an employee of the College chooses to create or participate in social media, the College expects each person to conduct him or herself with professionalism, courtesy and integrity. Nothing in this Policy is intended to discourage or prohibit an employee's use of social media sites. However, all uses should be consistent with guidelines and conform to the provisions set forth herein.

1. The College recommends employees using online social media for personal use include on the site the following disclaimer:
 1. "The views expressed on this site are mine alone and do not necessarily reflect the views of my employer." Accessing social media during working hours shall be limited as follows:
2. Accessing social media during working hours shall be limited as follows:
 1. Hourly Employees are prohibited from accessing and utilizing social media sites for personal use during College time. This includes accessing these sites with any technology, including but not limited to college computers, PDAs, cell phones, Blackberries, and/or iPhones.
 2. Salaried Employees shall not access social media sites for personal use during College time if such access interferes with the employees' performance and/or completion of his or her job duties as an employee of the College. This includes accessing these sites with any technology, including, but not limited to college computers, PDAs, cell phones, Blackberries, and/or iPhones.
3. Employees are responsible for all content posted to the social media site by the employee. The College will not indemnify an employee for any loss or liability arising out of content posted on a social media site by the employee.
4. Employees are responsible for reading and complying with the terms of service for any social media site.
5. Employees are prohibited from posting any content, which plagiarizes work of the College or College employees. Employees are required to comply with copyright laws in posting content on social media sites.

ARTICLE VI: ADDITIONAL CONSIDERATIONS

- A. This Policy is intended to govern employee use of social media in accordance with all other policies and contracts between the College and its employees. To the extent this policy conflicts with the Master Contract, the provisions of the Master Contract control.
- B. Failure to comply with the guidelines set forth herein may result in disciplinary action up to and including termination. Procedure for discipline under this Policy will be in accordance with applicable provisions of the Policy Handbook and Master Contract.
- C. Should any part of this Policy be rendered or declared invalid by a court of competent jurisdiction, such invalidation of such part or portion of this Policy should not invalidate the remaining portions thereof, and they shall remain in full force and effect.

Recourse for misuse and/or non-compliance

The guidelines in this document include steps to be taken to determine if users have misused SWTJC computing resources. The protection of the rights of individuals accused of violating this policy statement applies.

Individuals who misuse SWTJC computing resources, or do not comply with the written policy of SWTJC are subject to one or more of the following:

- A. Temporary revocation of SWTJC computing resource access
- B. Permanent revocation of SWTJC computing resource access
- C. Disciplinary action taken by the appropriate administrative authorities up to and including expulsion of students or termination of employment for faculty and staff
- D. Subpoena of hardware, software, and data files
- E. Prosecution under applicable federal, state, or local laws and/or ordinances
- F. Possible legal sanctions, including fines and imprisonment

Report violations or request for additional information

Violations, complaints, questions, or requests for additional information should be directed to the Information Services Department.

**FACULTY REGULATIONS AND PROCEDURES
ASSISTING FACULTY WHOSE PRIMARY LANGUAGE IS NOT ENGLISH**

PROCEDURES

Southwest Texas Junior College affirms that all courses (with the exception of foreign languages) will be clearly taught in the English language. The procedures for assuring that this policy is carried out are as follows:

1. The Vice President of Academic Affairs will assure the President of the College that each potential member of the teaching staff interviewed will make an oral presentation before a search committee as part of the interview process. This will allow opportunity for an assessment of the applicant's abilities in spoken English. Those determined to have a serious problem in being able to clearly teach in the English language will not be employed.
2. If it is determined that a person employed to teach has a surmountable problem communicating appropriately in the classroom, the Dean will suggest to him/her some improvement measures. The first consists of a diagnostic test given individually to the person.

If the results of the screening test confirm problems, then individuals needing to develop greater English language proficiency will be required to participate in English language instruction. Instruction may occur in any or a combination of the following formats:

Computer Assisted Instruction - SWTJC has an interactive computer laboratory capable of providing instruction in English as a Second Language and Fundamentals of English for individuals performing from sixth grade through adult levels.

Individual Tutoring - SWTJC employs professional English as a Second Language instructors who are available to work individually with faculty needing language skills development. Instructors are available in a laboratory setting during day and evening hours to accommodate the schedules of those needing instruction.

3. The attendance and participation of faculty participating in assistance activities will be monitored and reported to the Vice President of Academic Affairs. Evaluation of progress will be conducted through post-testing and conference.

FACULTY REGULATIONS AND PROCEDURES POLICY FOR CAMPUS KEYS

To provide security for Campus facilities and to provide for the administration and control of keys, the following guidelines for key use and key issuance have been formulated. The policy does not include dormitories.

GUIDELINES

The Vice President of Academic Affairs will be responsible for the issuance and retrieval of all keys. The Vice President's Administrative Assistant will maintain the central key-control file and records and will reproduce all keys needed. Those personnel to whom keys are issued must:

1. Sign a key-issuance record.
2. Maintain security of any key issued.
3. Report loss or theft of keys to the Vice President of Academic Affairs.
4. Return all keys to the Vice President of Academic Affairs on demand or upon termination of employment with the College.
5. Not loan or give keys to anyone.
6. Not duplicate campus keys.

Failure to comply with #5 and #6 will result in adverse consequences as follows:

1. Unauthorized duplication of keys will result in a letter of reprimand placed in the employee's personnel file;
2. Lost or stolen keys will be replaced by the college once at no charge; subsequent lost or stolen keys will be replaced at a minimum charge to the SWTJC employee of \$5 per key.

Loss or theft of keys should be reported immediately to the Vice President of Academic Affairs. The VP shall make note of the key's loss, the key-holder's name, number of key and date. The VP will communicate the loss of keys to Campus Police.

POLICY FOR CAMPUS KEYS

KEYS ISSUED TO PERSONNEL

All full-time instructors will be issued an entry key (outside door) to the building(s) in which they teach and in which their offices are located, unless security concerns prohibit the issuance of these keys. They will also be issued a day key (office or classroom). Instructors responsible for equipment in labs or classrooms will be issued a secure key (equipment locks). Part-time faculty will not be issued keys. Maintenance personnel will be issued only entry keys to those buildings assigned to them.

REKEYING AND LOCK CHANGES

All requests for re-keying and lock changes must be submitted on a work order to the Vice President of Academic Affairs with prior approval of the Division Chair.

SPECIAL SECURITY KEYS

Special security locks and keys for areas of special consideration may be permitted with prior approval of the Vice President of Academic Affairs.

FACULTY/STAFF REGULATIONS AND PROCEDURES CAMPUS POLICE PROCEDURES

CALLING CAMPUS POLICE OFFICERS

In order to provide a quick and appropriate response to any situation on the Uvalde campus that may require a campus police officer's assistance, the following procedures should be followed:

1. Call 830-279-1861, which is the cell phone number for on-duty Campus Police. The caller may also dial 911 and ask the Operator to notify the on-duty SWTJC officer to respond. The caller should also use 911 to request assistance of Fire Department staff or EMS.
2. Faculty and staff located at facilities other than Uvalde should call 911 and request responses either from local City Police or the Sheriff's office, and/or local Fire Departments and EMS.

**FACULTY/STAFF REGULATIONS AND PROCEDURES
CONCEALED CARRY POLICY**

Please follow the link below to view the Concealed Carry Policy:

http://swtjc.edu/documents/swtjc_chf_local_policy.pdf

FACULTY/STAFF REGULATIONS AND PROCEDURES

SEXUAL ASSAULT POLICY AND PROCEDURES

Southwest Texas Junior College reaffirms the principle that students, faculty, and staff have a right to be free from any form of sexual offense. Sexual offenses are unlawful. They will not be tolerated.

Sexual assaults include rape, sexual battery, corruption of a minor, gross sexual imposition and public indecency.

Any student or employee who believes a sexual offense has occurred is strongly encouraged to report the matter promptly and to preserve any evidence intact.

Resident students should also report any sexual offenses to the most readily available hall director or resident assistant.

Complaints involving sexual abuse will be reported to the police who will take action pursuant to civil law. Victims should contact the police regardless of whether they intend to press charges. It is important that reporting the incident does not obligate the victims to press charges. Going to the hospital does not mean that the victim will have to press charges.

Victims should consider seeking support from a relative, resident assistant, good friend or counselor.

Complaints of sexual offense will be responded to promptly and equitably. The right to confidentiality of all members of the college community will be respected in so far as possible. Retaliation against individuals bringing complaints of sexual assault is specifically prohibited.

A victim who wishes to file an informal or formal complaint of sexual assault against a student should notify the Vice-President of Student Services, who will conduct the investigation and any hearing.

Possible sanctions for students found guilty of sexual offenses include those cited in the sanctions portion of the student conduct code in the student handbook.

Sex Offender Registration

The Texas Code of Criminal Procedure, Article 62.153 requires that: "Not later than the later of the seventh day after the date on which the person begins to work or attend school or the first date the applicable authority by policy allows the person to register, a person required to register under Chapter 62.152 or any other provision of this chapter who is employed, carries on a vocation or is a student at a public or private institution of higher education in this state shall report that fact to the authority for campus security for that institution." The SWTJC Police Department is such authority for Southwest Texas Junior College and must receive the required offender registration.

Texas Government Code 508.225 provides for a parole panel to establish a "child safety zone" applicable to a releasee under given circumstances. The panel may require as a condition of parole or mandatory supervision that the releasee not "go in, on, or within a distance specified by the panel of premises where children commonly gather, including a school, day-care facility,..."The frequent presence of children on SWTJC campuses and instructional sites requires that sex offenders on parole or probation check with their parole or probation officers to learn if an SWTJC campus or other SWTJC site has been set as a "child safety zone." Those releasees who fall under a prohibition referenced in this paragraph may take Distance Learning classes, but only if their presence on campus or on site is not required.

FACULTY REGULATIONS AND PROCEDURES STAFF DEVELOPMENT AND PROFESSIONAL GROWTH

On-going professional development of the faculty and staff of Southwest Texas Junior College is essential to the vitality of the institution and its instructional and service programs. Therefore, to encourage professional development, the College provides:

GENERAL BUDGET ALLOCATIONS

When the Budget permits, each full-time faculty member shall be allowed \$400 per year in the Professional Development budget for faculty development. This amount is non-cumulative and may be used for attending graduate classes, professional conventions, or other activities contributing to the professional development of the individual. These activities shall be directly related to the instructor's teaching or other job assignment and shall be approved in advance by the appropriate Division Chair, Dean, and the Vice President of Academic Affairs. Budget constraints can affect the availability of this Professional Development money.

After attending the professional activity, the faculty member will submit a reimbursement voucher with receipts and mileage through normal channels for reimbursement up to \$400. The appropriate Travel Reimbursement Form is located via the Business Office Web Page. [Local Reimbursement Form](#) or [Overnight Reimbursement Form](#)

SPECIAL PURPOSE GRANT

The total sum of \$8000 shall be budgeted yearly to support a program of **Special Purpose Faculty Development grants**. Grants totaling \$8000 will be awarded in the fall and spring semester (\$8000 total for the year). This grant program shall be administered by a special committee known as the Faculty Development Grants Committee, which shall consist of the President of the Faculty Association, one Division Chair, elected by the committee, the Professional Development Director and one person appointed by the College President. The Committee shall review applications for grant awards and submit its recommendations to the Vice President of Academic Affairs for approval.

The purpose of the special development grant is academic enhancement. It is not the intention of the grant for funds to be used for expenses incurred for political or personal purposes.

A. Criteria for Grant Awards

1. To complete the required six hours of post graduate study for salary increment and tenure purposes.
2. To complete graduate hour requirements for a second teaching field.
3. For academic development beyond mandatory requirements which shall be directly related to the instructor's teaching or other job assignment.
4. To participate as an officer or on the program of a state or national professional organization having recognized standing in the instructor's area of disciplinary specialization and directly related to his/her teaching or other job assignment.

5. Other professional development activity as approved by the review committee which shall be directly related to the instructor's teaching or other job assignment.

B. Additional Criteria:

1. The instructor must have attended at least three (3) presentations (a. these could be local, b. at conferences, or c. through webinars) within the prior two years in his/her area of disciplinary specialization or interest or an area that will improve teaching effectiveness. In addition, the individual must be a full-time faculty member at SWTJC and have completed at least two years as a full-time faculty member at SWTJC. The applicant's PD record will reflect his or her participation which will be validated by the Professional Development Officer. This will include providing trainings and presentations to faculty on the material learned in the workshop, conference, or course.
2. The instructor must have used the annual Faculty Development provision (\$400) within the previous year to attend a professional development activity or conference, or to take a graduate course at an accredited college or university.
3. Final amounts per applicant will depend upon the number of recommended applicants, criteria being met, and the amount of remaining funds.

C. Additional Procedures and Information:

1. Final amounts per applicants will depend upon the number of recommended applicants and the amount of available funds.
2. Receipts for all expenses claimed should be submitted to the Professional Development Officer. The Professional Development Officer will forward the receipts with a letter of approval to the Vice President of Academic Affairs for final disposition.
3. The Faculty Development Grant review committee shall develop applications and review procedures including forms and deadlines.
4. Grants may be made in any amount not to exceed \$600 for any single grant. A special purpose grant may be combined with a general budget faculty development allocation.
5. The Staff Development and Professional Growth grants shall be awarded by the above committee with the concurrence of the Vice President of Academic Affairs upon the application of a faculty member on a first-come first-served basis. \$4,000 will be awarded in the fall semester and \$4,000 will be awarded in the spring semester.
6. A 50% advance on the approved amount may be drawn prior to the activity and 50% reimbursement will be given with receipts for conferences and workshops. Academic coursework will be reimbursed at 100% of the approved amount at the submission of a receipt and official transcript showing successful completion of the course.
7. A faculty member can only receive one grant per academic year unless there are leftover funds and no other applicants at the end of the semester.

PROFESSIONAL MEMBERSHIPS

When budgets permit, the College will provide funds for the expenses of a faculty member's or administrator's membership in a professional or disciplinary organization. These expenses shall be reviewed and approved on an individual basis by the appropriate Dean.

Such memberships shall not include organizations that have as their main purpose the advancement of the individual professional interests of administrators or faculty members.

FACULTY REGULATIONS AND PROCEDURES OUTSTANDING FACULTY AWARD

CRITERIA FOR OUTSTANDING FACULTY MEMBER AWARD

The Faculty Committee on College Policy has developed the following criteria for the award:

1. Effectiveness of Instruction
 - A. Well prepared and well informed in subject
 - B. Clear and well organized in presentation
 - C. Grades fairly
 - D. Creates a comfortable climate for discussion and learning
 - E. Inspires students

2. Enthusiasm for Position
 - A. Considers teaching his/her main occupation - not a sideline
 - B. Shows interest in curriculum and development of new ideas
 - C. Performs in an enthusiastic manner

3. Participation in Student Counseling and Advising
 - A. Is accessible to students
 - B. Shows an interest in students and their problems
 - C. Has a knowledge of basic counseling techniques

4. Cooperation
 - A. Cooperates with students, administration, and colleagues
 - B. Has a friendly, business-like way in dealing with people

5. Reliability
 - A. Punctual in attending meetings, turning in reports, returning students' work
 - B. Reliable in dealing with students and co-workers
 - C. Attends class regularly and promptly
 - D. Values college property

6. Professional Ethics
 - A. Observes good ethics in dealing with people
 - B. Personal life reflects integrity and dignity of conduct

7. Professional Growth
 - A. Progress in own field of study
 - B. Reads widely in field -- keeps up

8. Out of Class Activities
 - A. Interested in overall development of college
 - B. Active sponsor of student clubs or organizations
 - C. Makes contribution to college community

9. Community and District Activities
 - A. Works in the best interest of the College
 - B. Has community respect

SELECTION

A committee consisting of the Vice President of Academic Affairs and at least two former faculty recipients of the award will select the faculty member to receive the award. Final approval is given by the President of the College.

FACULTY REGULATIONS AND PROCEDURES PERSONAL AND ACADEMIC CONDUCT

Computer, Network And Internet Acknowledgement And Consent/Acceptable Use Policy

The purpose of the computers and internet is to support research and education. Appropriate usage is defined as technology and/or Internet resources that are directly related to the curriculum/instruction.

Prohibitions

Employees are expected to act in a responsible, ethical, and legal manner in accordance with the Campus policy and accepted rules of network etiquette. Specifically, the following uses are prohibited:

1. Illegal activity.
2. Commercial or for-profit purposes.
3. Product advertisement or political lobbying.
4. Hate mail, discriminatory remarks, and offensive or inflammatory communication.
5. Unauthorized or illegal installation, distribution, reproduction, or use of copyrighted materials.
6. Transmission of material likely to be offensive to recipients.
7. Intentional obtaining or modifying of files, passwords, and data belonging to other users.
8. Impersonation of another user, anonymity, and pseudonyms.
9. Loading or using of unauthorized games, programs, files, or other electronic media, including, but not limited to, the usage of floppy diskettes, CD-ROMs (audio and computer), DVD-ROMs, and USB flash drives/USB storage devices.
10. Disruption of the work of other users.
11. Destruction, modification, abuse or unauthorized access to network hardware, software and files.
12. Quoting of personal communications in a public forum without the original author's prior consent.

Security

System security is protected through the use of passwords. Failure to adequately protect or update passwords could result in unauthorized access to personal or official files. To protect the integrity of the system, the following guidelines shall be followed:

1. Employees and students shall not reveal their passwords to another individual.
2. Users are not to use a computer that has been logged in under another student's or employee's name.
3. Any user identified as a security risk or having a history of problems with other computer systems may be denied access to the network.

Employees and students must understand this policy and comply with it. The SWTJC IT Department can be contacted @ 830-591-7323 if you are in need of additional information or clarification.

Additionally, please understand that if you violate this policy, you are subject to the SWTJC discipline code as well as local, state, and federal legal recourse.

LIBRARY POLICIES

Library Policies can be found on the college website: www.swtjc.edu >Campus Life >About Us >Policy and Procedures.

BUSINESS OFFICE POLICIES

All Business Office Policies and procedures are available via the following links:

Business Office Policies:

http://swtjc.edu/documents/business_office/swtjc_business_office_policies.pdf

Purchasing Card Policies and Procedures:

http://swtjc.edu/documents/business_office/swtjc_business_office_policies.pdf#page=15

NURSING MOTHERS' BREAK ROOMS

The Patient Protection and Affordable Care Act ("Affordable Care Act") amended [section 7 of the Fair Labor Standards Act](#) ("FLSA") to require employers to provide reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth each time such employee has need to express the milk. Employers are also required to provide a place, other than a bathroom, that is shielded from view and free from intrusion from

coworkers and the public, which may be used by an employee to express breast milk. **The break time requirement became effective when the Affordable Care Act was signed into law on March 23, 2010** (see guidance here: <http://www.dol.gov/whd/nursingmothers/>).

SWTJC has designated a room at each comprehensive campus. At the Uvalde campus the designated room is in the library on the bottom floor to the left of the circulation desk. At the Del Rio campus the designated room is Library Study Room 2. The designated room on the Eagle Pass campus is located in the office next door to the campus Vice President's office.

All other facilities will designate a room upon request.

Faculty Committees

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

ACADEMIC APPEALS COMMITTEE

Members

Six Faculty Members
One student representative

Duties and Responsibilities

This committee meets when petitioned by students placed on academic suspension whose appeal for admission has been denied by the Vice President of Academic Affairs. A review of the individual case shall be studied and admittance granted or denied. Appeals may further be made to the President of the College.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

ADA ACCOMMODATIONS COMMITTEE

Members

Director of Academic Advising/Counseling, Chair
Five Faculty Representatives

Duties and Responsibilities

1. Evaluates student requests and accompanying diagnostic support for Reasonable Accommodations intended to aid students in their academic endeavors at SWTJC.
2. Based on available diagnostic and legal support and on current best practices, establishes individual Reasonable Accommodations for students and communicates the need for those accommodations to faculty.
3. Develops and maintains minutes of meetings; places all relevant materials in confidential student files housed in Chair's office.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

CURRICULUM COMMITTEE

Members

Vice President of Academic Affairs –Chair
Dean of Applied Sciences and Workforce Education
Dean of Liberal Arts and Adult Education and Literacy
Each Division Chair
Director of Adult Education and Literacy
Vice Presidents
Registrar
Advising/Counseling Representative
Financial Aid Representative
One Faculty Representative:
 Del Rio
 Eagle Pass
 Academic
 Technical
Director of Student Engagement and Success
Professional Development Officer
Library Representative
Director of Outreach
One Faculty Association Representative
One Student Representative

Duties and Responsibilities

A recommending body to the President’s Cabinet, the Curriculum Committee collects and analyzes educational program data and thereby:

1. Recommends and initially approves changes to SWTJC curricula and to educational policy and procedures;
2. Recommends and initially approves changes to relevant portions of the College Catalog and the Faculty Handbook;
3. Serves as a forum for the presentation and exchange of general information regarding all educational functions of the college;
4. Ensures that college curricula comply with rules and regulations of the SACSCOC, THECB, the Texas Board of Nursing, and all other relevant agencies;
5. Ensures that the curricula directly relate to the statement of purpose and strategic goals of the institution.

The Curriculum Committee also performs systematic reviews of college wide curricula at least every three years and on an as-needed basis when changes are requested.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

DISTANCE EDUCATION COMMITTEE

Members

Eight full-time faculty members

Two part-time faculty members

One library representative

One student representative

Committee Information Technology Liaison

The Information Technology Director will appoint an information technology liaison for the committee.

Duties and Responsibilities

1. Set standards for the delivery of distance learning (video conferencing) courses and periodically review such courses to assure compliance with SACSCOC and THECB requirements.
2. Review curricular and instructional issues related to the quality of distance learning and make recommendations as appropriate to the Curriculum Committee.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

FACULTY DEVELOPMENT GRANTS COMMITTEE

Members

Faculty Association President, Chair
One Division Chair Representative
Faculty Representative appointed by the President

Duties and Responsibilities

This committee administers the Faculty Development Grants Program. Consistent with Board policy establishing the program, it develops procedures for receiving applications for faculty development grants, receives and evaluates grant applications, and makes grant awards with the concurrence of the College President.

Develops agenda and maintains minutes of meeting. Forwards these documents to the office of Institutional Effectiveness.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

INSTRUCTIONAL ASSESSMENT COMMITTEE

Members

Thirteen faculty members, with representation from academic and technical programs, will serve a one-year term. A faculty member can serve up to three terms.

Committee Selection Criteria

Committee members will be nominated by and selected by the Curriculum Committee. Members must be full-time faculty.

Committee Leadership

The Director of Institutional Effectiveness will serve as administrative liaison for the committee.

Duties and Responsibilities

1. Set the standards for the assessment of instructional programs and courses and conduct periodic reviews of these standards to assure compliance with SACSCOC and THECB requirements.
2. Conduct periodic assessment of instructional programs and courses as required by the College's Institutional Effectiveness plan and submit recommendations for improvement to the Curriculum Committee. This includes the Program Review process.
3. Review curricular and instructional issues of a general nature related to the quality of instructional programs courses and make recommendations as appropriate to the Curriculum Committee.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

LIBRARY COMMITTEE

Members

Director of Library Services, Chair
Seven Faculty Representatives

Duties and Responsibilities

1. To assist Librarians in making recommendations for policy changes for the library.
2. To review and re-evaluate student use of the library.
3. To advise the Librarians of any special needs the committee may find regarding faculty and student usage.
4. To develop agenda and maintain minutes of meeting. Forward these documents to the office of Institutional Effectiveness.
5. To evaluate annually cooperative agreements for library services.

FACULTY COMMITTEES TITLE, MEMBERS, AND DUTIES

LMS Instructional Technology Committee

The Instructional Technology Committee (hereinafter “the Committee”) shall be the primary faculty body charged with evaluating and making recommendations regarding technology on campus. In support of SWTJC’s mission, the Committee shall (a) participate in the evaluation of technologies that could impact teaching, learning, research and scholarship at SWTJC specific to our current LMS, (b) provide a faculty perspective on how such technologies could be used and supported to enhance teaching, learning, research and scholarship at SWTJC, (c) provide a faculty perspective on budgetary issues and priorities affecting the acquisition, implementation, maintenance and use of such technologies on campus, (d) actively promote the use of technologies that would enhance teaching, learning, research and scholarship at SWTJC, (e) serve as a faculty clearinghouse and forum for college-related information on LMS-specific technology matters, and (f) provide a faculty perspective on existing or proposed projects, policies, procedures and plans related to LMS technology that could affect working conditions for SWTJC faculty, recruitment and admission of students, curricular design and implementation, significant technology-related hiring and staffing, or any other aspect of the academic life and culture of the college.

Suggested membership includes:

- LMS technology team/representative
- faculty representatives from all types of instruction:
 - online
 - hybrid
 - face-to-face
 - videoconference/distance
- librarian(s)
- testing center representative
- academic advisor with ADA accommodation experience

ONLINE COMMITTEE

Members

A minimum of eight faculty members and no more than twelve
One library representative
One student representative

Committee Information Technology Liaison

The Information Technology Director will appoint an information technology liaison for the committee.

Duties and Responsibilities

1. Set standards for the delivery of online (Internet-based) courses and periodically review such courses to assure compliance with SACSCOC and THECB requirements.
2. Review curricular and instructional issues related to the quality of online learning and make recommendations as appropriate to the Distance Education Committee.

FACULTY COMMITTEES TITLE, MEMBERS, AND DUTIES

Open Educational Resources (OER) Committee

Members

Eleven Faculty Members
One Library Representative
Dean of Liberal Arts

Duties and Responsibilities

The purpose of the OER Committee is to recommend, develop, and implement strategies that increase adoption of OER resources by faculty at Southwest Texas Junior College in lieu of commercially published resources. The intended outcomes are to leverage OER to reduce the cost of textbooks and other course materials for students while maintaining or improving the quality of learning.

PHYSICAL FACILITIES LONG RANGE PLANNING COMMITTEE

Members

President Southwest Texas Junior College, Purchasing Agent
Director of Physical Plant/Maintenance
Construction Manager
Vice President of Finance
Assistant Director, IT Department, Network engineer
Vice President of Administrative Services
Vice President of Academic Affairs
Vice President of Student Services
Vice President Eagle Pass Campus
Dean of Workforce Education
Vice President Del Rio Campus
Dean of Applied Sciences
Director of Liberal Arts

Duties and Responsibilities

1. Evaluates progress on institutional goals pertaining to physical plant.
2. Recommends additions and revisions to the Strategic Plan.
3. Basecamp Project Management

Consultants

Ferrell/Brown & Associates, Inc.
Corpus Christi, Texas

Dirksen Engineering
Uvalde, Texas

Michael Kesterson
Electrical Engineer
Corpus Christi, Texas

Schneider Electric
4400 Buffalo Gap Road
Suite 3850
Abilene, Texas

Estrada Hinojosa & Co.
Financial Advisors
100 West Houston Street
Suite 1400
San Antonio, TX

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

PRESIDENT'S CABINET

Members

President
Vice President of Student Services
Vice President of Academic Affairs
Vice President of Finance
Vice President of Administrative Services
Vice President, Eagle Pass
Vice President, Del Rio

Duties and Responsibilities

1. To give or deny final approval on policy and procedure recommendations made by the Curriculum Committee, Services Operations Committee, Faculty Association, and other relevant campus groups.
2. To coordinate strategic planning for the institution.
3. To improve communication among administrators of the college.
4. To coordinate and develop the annual College budget.
5. To provide a forum for discussion of current issues and problems.
6. To provide for the coordination of duties among administrative officers.
7. To provide and coordinate leadership for the betterment of the college.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

SCHOLARSHIPS AND AWARDS COMMITTEE

Members

One Counselor, Chair
Director of Financial Aid
Five Faculty Members

Duties and Responsibilities

The Scholarship Committee has as its primary responsibilities the receiving of scholarship applications, the reviewing and evaluation of those applications, and the recommending of recipients for scholarships to the President of Southwest Texas Junior College.

FACULTY COMMITTEES TITLE, MEMBERS, AND DUTIES

SERVICES AND OPERATIONS COMMITTEE

Members

Permanent Members Representing:

Academic Advising

Financial Aid

Student Engagement and Success

Registrar

Business Office

Facilities and Maintenance

Library

Outreach

Institutional Effectiveness

Information Technology

Two Faculty Members (Each serving a two-year staggered term)

One Student Representative (One-year term)

Duties and Responsibilities

1. Performs a systematic review of all college services.
2. Identifies campus factors that affect quality and delivery of college services and makes recommendations to the Cabinet.
3. Improves knowledge of and communication between college service personnel and faculty.
4. Develops agenda and maintains minutes of meeting and forwards these documents to the Office of Institutional Effectiveness.

**FACULTY COMMITTEES
TITLE, MEMBERS, AND DUTIES**

STUDENT DISCIPLINE COMMITTEE

Members

Six Faculty Members

Three student representatives

Duties and Responsibilities

This ad hoc committee is convened by the Vice President of Student Services or the college President when required by Student Disciplinary procedures. The membership self-selects a Chair when convened.

FACULTY COMMITTEES TITLE, MEMBERS, AND DUTIES

VIDEO CONFERENCE COMMITTEE

Members

A minimum of eight faculty members and no more than twelve

One library representative

One student representative

Committee Information Technology Liaison

The Information Technology Director will appoint an information technology liaison for the committee.

Duties and Responsibilities

1. Set standards for the delivery of video-conference courses and periodically review such courses to assure compliance with SACSCOC and THECB requirements.
2. Review curricular and instructional issues related to the quality of video-conference courses and make recommendations as appropriate to the Distance Education Committee
3. Review the institution's Distance Education Plan, policies and procedures, and make recommendations to the Distance Education Committee as needed.
4. Review technology components for video-conference based courses and recommend technological improvements.