

2019-202

SHORTER COLLEGE
Human Resource
Manual

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ACCREDITATION

Shorter College is a member of the Transnational Association of Christian Colleges and Schools (TRACS), [15935 Forest Road, Forest, VA 24551; Telephone: (434) 525-9539; e-mail: info@tracs.org] having been awarded Accredited Status as a Category I institution by the TRACS Accreditation Commission on October 29, 2013. This status is effective for a period of five years. TRACS is recognized by the United States Department of Education, the Council for Higher Education Accreditation and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

SEXUAL HARASSMENT

Shorter College has a policy that prohibits sexual harassment or discrimination against any staff, faculty, and student of the college on the basis of sex. Actions related to sexual harassment or discrimination based on sex are also prohibited by law, Section 703, Title VII of the Civil Right Act of 1963 and Title IX of the Educational Amendment Act of 1972.

Any member of the Shorter College community who violates any of these Acts faces disciplinary action and potential legal consequences.

Sexual harassment is defined as an unwelcome sexual advance, request for sexual favors, and other verbal or physical conduct. The following non-exhaustive list contains forms of sexual harassment:

- (1) Submission to such conduct is, explicitly or implicitly, made a term or condition of an individual's employment or classroom evaluation.
- (2) Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting the status of the individual.
- (3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work or classroom performance, or creating an intimidating, hostile, or offensive working or academic environment.

Shorter College shall take necessary steps to maintain a college environment that is free of sexual harassment and discrimination on the basis of sex through programs and workshops developed to prevent such acts. Members of the college are encouraged to report any violation of this policy against an individual on or outside the college campus to the appropriate college authority. Appropriate administrative departmental action(s) will be taken through either informal or formal procedures.

EQUAL EMPLOYMENT AND EDUCATIONAL OPPORTUNITY

Shorter College complies with applicable federal and state legislation and regulations regarding non-discriminatory admission and employment policies and practices by providing equal opportunity to all individuals without discrimination on the basis of extrinsic factors such as ethnic or national origin, sex, sexual orientation, age, color, religion, political affiliation, disability, or status as a war veteran. It is, therefore, the institution's policy to accord fair and equitable treatment of every person, at all times.

Shorter College will continue to maintain its policy of providing access to general education and Para-professional programs to all persons regardless of race, national origin, sex color, creed, and political persuasions. The College,

however, recognizes its institutional responsibility to serve its community by making institutional resources available to assist in the cultural, economic, and spiritual development of the community.

DISCRIMINATION FREE ENVIRONMENT

Shorter College does not, in its admission or employment policies and practices, discriminate against individuals on the basis of extrinsic factors such as ethnic or national origin, sex, sexual orientation, age, color, religion, handicap, or status as a veteran of Vietnam War era or as a disabled veteran. The college complies with applicable federal legislation and regulations regarding non-discrimination and equal employment opportunity.

Shorter College also reaffirms the principle that its students, faculty, and staff have a right to be free from sexual discrimination in the form of sexual harassment by any member of the college community. Sexual harassment of students and employees at the college is unacceptable conduct, and it is also unlawful.

SHORTER COLLEGE CONCEALED WEAPON POLICY

It is the Policy of Shorter College that no weapons of any kind be allowed on the grounds or in the buildings of Shorter College premises except in the possession of law enforcement authorities or security officers specifically hired by Shorter College. This policy covers all weapons whether concealed or unconcealed, and whether on the person of the possessor, in a container or in any compartment of a vehicle.

This policy applies to persons who would otherwise be licensed to carry a concealed weapon under Arkansas law pursuant to Arkansas Act 226 of 2013.

Shorter College administrative officials shall maintain appropriate signage and other notice on the campus in the buildings and on the grounds, pursuant to Arkansas Act 226 of 2013, and Arkansas Code 5-73-30(19) to give public notice that Shorter College has specifically elected to prohibit all firearms on its campus including persons who are licensed to carry concealed weapons but who are not law enforcement officers or security persons employed by Shorter College. This Policy was adopted by the Shorter College Board of Trustees April, 2013.

FACULTY AND STAFF GRIEVANCE POLICY

A grievance means a dispute concerning the terms and conditions of employment arising from an administrative decision the employee alleges is in violation of rights under, or a failure to apply, established personnel regulations, policies or practices, or which results from a misinterpretation or misapplication thereof. These procedures do not include matters

concerning non-reappointment, dismissal, tenure or promotion decisions. The grievance policy includes the following steps:

1. A faculty or staff member who has a grievance concerning the terms and conditions of employment, as described above, should discuss the matter with his/her immediate supervisor. Within five working days following the date the grievance is presented to the supervisor, the supervisor shall attempt to resolve the grievance. In the event the grievance concerns the immediate supervisor, the faculty member shall submit the grievance to his/her dean or director.
2. If the grievance is not satisfactorily resolved within five working days following the date it is presented to the supervisor, the faculty member may submit a written grievance to his/her dean or director. The dean or director shall review the grievance and render a decision within five working days following receipt of the grievance. Copies of the decision shall be furnished to the faculty member and immediate supervisor.
3. The employee may appeal the decision of the dean or director to the President by forwarding the grievance, in writing, together with a copy of the Step 2 decision within five working days following its receipt of the grievance. Copies of the decision shall be furnished to the faculty member, dean and immediate supervisor.
4. If the grievance is not satisfactorily resolved through Step 3, the president may elect to convene the Employee Hearing Committee to review the grievance or may decide the grievance in the absence of a committee. The decision of the president shall be rendered within ten working days following receipt of the grievance. Copies of the decision shall be furnished to the faculty member, dean and immediate supervisor. In the event the matter is referred to the Employee Hearing Committee, the president shall appoint three employees who shall be drawn from the campus broadly and fairly, however, faculty members in the same department of unit as the grievant shall be excluded.

In the event that a student, faculty or staff member matriculates through the adopted and approved grievance process, outlined in the Human Resource Manual, Student Handbook, and/or Faculty and Staff handbook, and believes that the resolution reached remains unacceptable, the student has the right to escalate said grievance by filing a complaint with a relevant and appropriate government agency outside of the Shorter College campus. One such agency is the Transnational Association of Christian Colleges and Schools (TRACS). The student may reach TRACS by mail at P. O. Box 328, Forest, VA 24551; by Telephone at (434)-525-9539; or by E-mail at info@tracs.org. The above process may be followed related to any relevant and appropriate government agency.

HISTORICAL SKETCH OF SHORTER COLLEGE

Founded by the African Methodist Episcopal Church in 1886, Shorter College was a logical and pragmatic response to the need of recently freed slaves to overcome the many disadvantages and deprivations of slavery and racial discrimination. This was a time, little more than twenty years after the end of the Civil War and the abolition of slavery, when black people had no access to institutions of higher learning. In fact, the prevailing attitude was that Blacks had no capacity for learning and the vast majority lacked basic education and skills. The church seized the opportunity to provide instruction leading to a general education, but also aimed at developing competent leadership among Black people.

In November 1886, under the leadership of Bishop T.M.D. Ward, the Arkansas Annual Conference of the African Methodist Episcopal Church, less than twenty years after it was organized, formulated a plan for establishing an institution of higher learning. No doubt this was influenced by the years Nathan Warren, one of the founders of the African Methodist Episcopal Church in Arkansas, spent in Xenia, Ohio, at the time Bishop Daniel Payne was President of Wilberforce University. When it opened on September 15, 1886, the school was housed in the basement of Bethel A. M. E. Church on Ninth and Broadway in Little Rock, Arkansas and was named Bethel University. Its first session opened with an enrollment of 109 students.

In 1888, Bethel University was moved to Arkadelphia, Arkansas, where it opened its fifth academic year on September 23, 1891. In December 1892 the Annual Conference renamed the school to Shorter University in honor of Bishop James Alexander Shorter, organizer of the African Methodist Episcopal Church in Arkansas. On May 18, 1894, Shorter University was chartered under its new name. A year later, under the leadership of Principal F. T. Vinegar and Bishop W. B. Derrick, Shorter acquired land and buildings in North Little Rock, Arkansas. From September 22, 1895, to January 1898, the college maintained operations both in North Little Rock and, in Arkadelphia. At the end of a twenty-eight month transition, the college established itself at 604 Locust Street in North Little Rock in 1898 and terminated operations in Arkadelphia. At present the campus sits on three and one-half blocks of valuable property in the city of North Little Rock.

On August 14, 1903, the charter was amended to change the name of the institution to Shorter College, in that same year, the first building was erected and named Tyree Hall. This initiation of physical-plant expansion, which is attributed to Bishop Evans Tyree and President T. H. Jackson, is significant because it represents an unmistakable commitment to a permanent location. As funds became available, buildings were erected and the scope of its offerings broadened, at one time providing theological, vocational and liberal arts programs as a four-year college.

Shorter College's open enrollment policy was of great benefit to the African American population across the state of Arkansas and later in Oklahoma. Several of the clergy and lay leaders in the Twelfth Episcopal District graduated from Shorter College and later, Jackson Seminary located on the campus. Other institutions of higher learning in the state of Arkansas were closed to African Americans; therefore Shorter's presence served a great educational void.

In 1955, a decision was made to operate the college as a 2-year institution under the leadership of President Theophilus D. Alexander and Bishop William R. Wilkes. The prevailing institutional goal was to develop and maintain programs and services characteristic of a first rate Junior College. Its two priorities were development of a physical plant designed to support its instructional program and goals, and an administration capable of ensuring institutional effectiveness and adherence to the institution's goals.

In 1958, A.O. Wilson was appointed President and served a two-year term. He was succeeded by Dr. H. Solomon Hill in June 1960. Dr. Hill's eight-year tenure brought many improvements to the college and the community as well. Among his accomplishments were the construction and furnishing of the Sherman-Tyree Hall in May 1961 (under Bishop O. L. Sherman's leadership), as well as the completion of the new library in 1968.

In May 1970, The Board of Trustees, under the leadership of Bishop D. Ward Nichols, elected Rev. Lonnie Johnson of Lawton, Oklahoma, as president of The College. After serving fourteen months, Rev. Johnson resigned and returned to Oklahoma.

In May 1972, Mr. Oley L. Griffin by unanimous consensus of the Board of Trustees was appointed by Bishop Nichols to oversee the operations as president. While President Griffin was in office, ground was broken for the S.S. Morris Student Center in November 1974. The building was completed in the fall of 1975. In the winter of 1977, when President R.J. Hampton was in office, ground was broken for the F.C. James Human Resources Center, named in honor of Bishop Frederick C. James. The James Center was completed in 1979.

In September 1980, the Board named the Reverend John L. Phillips, Sr., the thirty-seventh president of the college. A man of proven administrative ability, President Phillips received unanimous support from the other administrative officers and the faculty members for his plan to reorganize the administration, which he explained soon after taking office. The plan consisted of three phases: An analysis of the existing administrative organization; evaluation of existing administration functions by the criterion of relevance to the mission; and revision of the administrative system and job descriptions to establish a management-by-objectives administrative style conducive to planning, management, and evaluation that would ensure the relevance of the various functions of the college to its mission. The first phase of the plan was completed in January 1981; the second was included in a perpetual planning cycle essential to management by objectives; and the third was executed as, one by one, the various offices were adapted to management by objectives. Under President Phillips administration, the college was led to full unconditional accreditation by the North Central Association of Colleges and Schools, the Arkansas Council of Independent Colleges and Universities, the National Association of Junior Colleges, and the Arkansas Department of Higher Education. This accreditation enabled Shorter College to compete for students who could then transfer easily to four-year institutions. In the years following, many attempts were made at improving the administrative effectiveness of the institution and shaping its programs to meet the needs of students.

In 1984, Bishop H. Hartford Brookins was assigned to the Twelfth (12th) Episcopal District of the African Methodist Episcopal Church. He served as the Chairman of the Board of Trustees responsible for the welfare and upkeep of Shorter College. Bishop Brookins' tenure of office ended in July 1988, with the subsequent assignment of Bishop Henry A. Belin, Jr. who became the Chairman of the Board of Trustees of Shorter College.

Dr. H. Benjamin Williams joined Shorter College as the Vice President for Academic Affairs in the Fall of 1984 under Dr. John L. Phillips. He was appointed the interim President in July 1987 and was confirmed the 38th President of the college in the March 1988. Dr. Williams resigned his leadership in June 1988. Dr. Williams succeeded in accomplishing the following: reinstating the men's basketball team, establishing a new federally funded program (Title III) designed to strengthen academic programs at the college; setting up a dormitory for the male students on campus (Honors Hall), and making some improvements in the administrative components of the college.

Dr. Williams was succeeded by Dr. W. Dean Goldsby who was appointed by the board to the seat of Interim President in June 1988 thereby vacating his previous position as Director for Student Services. Dr. Goldsby embarked on a number of improvement projects including: increasing the student enrollment for the 1988/89 session; overhauling and restructuring the internal financial management; and completing the physical improvement projects on campus (i.e. the renovation of Sherman Tyree Hall). During the administration of Dr. W. Dean Goldsby (1988-89), ground was broken for the Henry A. Belin-Health-Plex, which houses the Gymnasium.

Dr. Katherine P. Mitchell, elected on September 21, 1989, by the Board of Trustees, took office on November 1, 1989 becoming the first woman to be elected President of the college. Under Dr. Mitchell's leadership, the college made significant progress to include the completion of the Henry A. Belin Health-Plex and the Alexander-Turner Child Development Center.

In 1998, Dr. Irma Hunter Brown was elected President of Shorter College. Following Dr. Brown's tenure, the Board of Trustees named Dr. Cora D. McHenry acting president of Shorter College in April 2001. In May 2002, the Board of Trustees elected Dr. McHenry as President. The Board of Trustees and the administrative staff set out on a two-phase program of revitalization and implementation of the newly adopted strategic plan. Following the administration of Dr. Cora McHenry, the Board of Trustees elected Lillie Alexis as its 43rd President.

In June 2008, Bishop Samuel L. Green, Sr. was elected and consecrated as the 125th Bishop of the African Methodist Episcopal Church. He was assigned to the 12th Episcopal District and with this Episcopal service, his responsibility included Chairman of the Board of Trustees for Shorter College.

Shorter College had lost its accreditation in 1998, but with a watchful board and a few dedicated staff, the doors of the college were kept open. Within the first few months, Bishop Green assembled the Board of Trustees to assess the situation of Shorter College and to critically evaluate its future.

After reviewing the institution's mission, goals, and objectives, the Board of Trustees determined that Shorter College should move forward in continuing its rich heritage. They elected to bring back one of its former presidents, Dr. Katherine P. Mitchell, to lead the effort to gain candidacy status with the Transnational Association of Christian Colleges and Schools (TRACS). An intensive eighteen month process with an introspective critical look at Shorter College resulted in Shorter Colleges' self-study report which was presented to TRACS. The self-study team, then, made its initial visit to the College.

On April 13, 2011, Shorter College received notification of its completion of this accomplishment: candidacy status was granted. Dr. Katherine P. Mitchell had completed her task. The next step was to work toward full accreditation.

In July 2012, the Board of Trustees elected O. Jerome Green, Esq., as the 45th President of Shorter College. The Board charged Dr. Green and staff to move Shorter College to full accreditation. The team commenced its task. Full-time faculty were hired to instruct students; student learning was facilitated; infrastructures were enhanced, and student services were strengthened. Sound fiscal affairs were maintained and curriculum was enhanced. Consequently, with intensive work, strong leadership, and a committed board, the self-study for full accreditation was developed and submitted to TRACS.

During this process, Shorter welcomed fifty (50) enrolled students in the 2012 fall semester and two hundred thirty six (236) enrolled students in the 2013 spring semester. The first summer school session held in more than ten years had 83 students enrolled for summer session I, and 90 students enrolled for summer session II.

TRACS sent another site team to Shorter College on August 19-22, 2013. By this time, enrollment for fall 2013 had reached 331 new and returning students. TRACS evaluated the data and relevant information in the accreditation report and made its preliminary determination. On October 29, 2013, the Chairman and representatives of the Board of Trustees and administration of Shorter College traveled to San Diego, California to stand before the Commissioners of the Transnational Association of Christian Colleges and Schools (TRACS) to answer questions relative to Shorter College's adherence to TRACS' accreditation standards. At the end of the interview, Shorter College was awarded full accreditation status as a Category I institution for a period of five years -- 2013-2018.

With full accreditation, the focus for Shorter College was on excellence in all arenas. The committed staff focused on developing first-rate information technology, student services, assessment, strategic planning, curriculum development, faculty development, and other strategic areas. Great strides were made and are continuing to be improved in these areas. In the current spring semester, Shorter College has a student enrollment of 437 students; library holdings have been increased; cooperative library usage agreements have been implemented; curricular improvements have been made, and the renovation of the S. S. Morris Student Center will be completed in June 2014. The S. S. Morris Student Center was completed in July 2014.

In April 2015, two new Associate of Arts Degree Programs were added to the curriculum: Associate of Arts in Entrepreneurial Studies and the Associate of Arts in Criminal Justice. In August 2016, two new Associate of Arts Degree Programs were added to the curriculum: Associate of Arts in Christian Leadership and the Associate of Arts Early Childhood Development.

Future plans include the introduction of new degree programs, the building of an ultra-modern dormitory/with student apartments, and an administrative building with classroom and offices. An intensive fund raising strategy has a goal of one million dollars for 2014-2015. By 2016, Shorter College plans to have raised a total of \$5 million in unrestrictive private gifts and have an increase in the Shorter College Endowment Fund. The rebirth of Shorter College as a viable option for higher education is evident, and "You Fit Here."

In July 2016, Bishop Michael Mitchell was elected and consecrated as the 134th Bishop of the African Methodist Episcopal Church. He was assigned to the 12th Episcopal District and with this Episcopal service, his responsibility included Chairman of the Board of Trustees for Shorter College.

SHORTER COLLEGE'S BIBLICAL FOUNDATION STATEMENT

Shorter College's Biblical Foundation Statement is embodied in the following "Statement of Faith."

Statement of Faith

Shorter College is an African Methodist Episcopal Church sponsored school and is shaped by the Methodist traditional understanding of sin, grace, and the possibility of full salvation for Christ-like living. Shorter College embraces the equality, dignity and worth of all persons and endeavors to be a campus community that reflects both the unity and diversity of the body of Christ.

We believe that there is but one living and true God, everlasting, without body or parts, of infinite power, wisdom, and goodness; the Maker and Preserver of all things, both visible and invisible. In unity of this God-head, there are three persons, of one substance, power, and eternity-the Father, the Son, and the Holy Spirit.

We believe that Jesus is the Son of God, who is the Word of the Father, the very and eternal God, of one substance with the Father, took man's nature in the womb of the blessed Virgin; so that two whole and perfect natures, that is to say, the God-head and manhood, were joined together in one person, never to be divided; whereof is one Christ, very God and very Man, who truly suffered, was crucified, dead, and buried, to reconcile his Father to us, and to be sacrifice, not only for original guilt, but also for the actual sins of men.

We believe that Christ did truly rise again from the dead, and took again his body with all things appertaining to the perfection of man's nature, wherewith he ascended into heaven, and there sitteth until he returns to judge all men at the last day.

We believe in the Holy Spirit, proceeding from the Father and the Son is of substance, majesty, and glory with the Father and the Son, very and eternal God.

We believe that the Holy Scriptures containeth all things necessary to salvation; and that the Bible is the inspired word, infallible and authoritative word of God.

PHILOSOPHY OF EDUCATION

Shorter College's philosophy of education is to prepare students to live a productive life that requires wisdom and understanding. Students are provided with tools to sort out that which is wise from that which is not and learning skills that can be applied to all fields of human knowledge. Students must receive education that focuses on developing sound learning skills, acquiring a broad base of knowledge and the constructing of a well-considered worldview grounded in wisdom.

ETHICAL VALUES AND STANDARDS STATEMENT

We hold the following core values, approved by the Board of Trustees and followed by college administration, faculty, staff, and students, to be the foundation of our identity as a community.

Faith

We value faith and learning as inescapably linked and that an exploration of faith and religion is essential to education.

Integrity

We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment. We will be fair, honest and ethical and assume responsibility for our actions in all dealings with and on behalf of the college. Shorter College will never knowingly mislead or deceive members of the college community, its various publics, or stakeholders. The college will practice transparency in all of its dealings. The college will represent its programs and services fairly and accurately. We value learning and a working environment that encourages and supports open sharing of information, empowerment and shared responsibility for decision-making, and a culture that emphasizes continuous improvement and growth. We believe in the sanctity of the individual in the mutually supportive community of a small college. We believe in a focus on each person as an individual with inherent worth. We will work in partnership with one another, encouraging broad participation and active engagement of all, to build a sense of shared purpose about the importance and value of the College. Shorter College is committed to the principle of academic freedom as it seeks to carry out its teaching and learning programs. Scholarly investigation is encouraged through research. Faculty, administrators, and students are responsible for upholding the high morals and ethical standards of academic honesty.

Learning

We value and encourage innovation, creativity and commitment in achieving and sustaining a quality educational environment through continuous improvement. We believe that learning is best based on open inquiry and the liberal arts. We value learning as a lifelong process and strive to adapt and be responsive to new challenges and opportunities. We will conscientiously strive for excellence in our programs and services as well as foster a commitment to the highest standards in all areas of the College's mission.

Inclusiveness

We value others and ourselves as unique individuals and celebrate both our commonalities and differences. We promote open communication, ongoing collaboration and the free exchange of ideas. We respect diversity and strive to reflect the communities that the College serves and to enrich our understanding and appreciation of different people, cultures, and ideas.

Service

We seek non-violent resolution of conflict and just treatment of the world's resources, both human and physical. We believe we are called to educate morally and ethically responsible citizens of a pluralistic society. To this end, we are guided by the idea of service. We value social responsibility; seek non-violent resolution to conflict and hold ourselves accountable for the efficient and effective use of the human, physical and fiscal resources entrusted to us.

THE MISSION

The Mission of Shorter College is to provide accessible, affordable and high quality education for students to accomplish their academic goals by offering programs that meet the learner's needs in a challenging and nurturing Christian environment.

THE VISION

The vision of Shorter College is to remain a fully accredited two-year institution and to achieve distinction as a residential Christian College that excels in providing a challenging teacher-learner environment that will create a holistic transformative individual which embodies the four C's:

- Competency - The ability to perform in today's society
- Character – To develop a lifestyle of integrity
- Citizenship – The ability to embracing social and civic responsibility
- Culture – The ability to understand and operate in a diverse environment

THE GOALS

The goals of Shorter College are pursuing the following goals for institutional revitalization during the next seven years:

GOAL 1: ACADEMIC EXCELLENCE:

Enrich academic instructional programs and students services to equip students with the knowledge, skills and abilities to become a scholastically and professionally attractive in today's competitive work environment.

GOAL 2: STUDENT SERVICES:

Improve student supports services that will enrich career goals, academic and co-curricular experiences.

GOAL 3 - INSTITUTIONAL ADVANCEMENT AND PARTNERSHIPS:

Increase the level of external outreach in order to expand opportunities for working with other educational institutions, alumni, foundations, government agencies and business partners in ways that increase potential sources of funding and produce associations for mutual benefit.

GOAL 4: OPERATIONAL & RESOURCE ENHANCEMENT:

Advance the institutional and environmental resources by further streamlining the college's operations where efficiencies can be gained, making optimal use of prior investments in systems, re-aligning infrastructure with evolving needs, securing protected information, and minimizing waste attributable to technology use.

GOAL 5: STUDENT ENROLLEMENT AND RECRUITMENT:

Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population

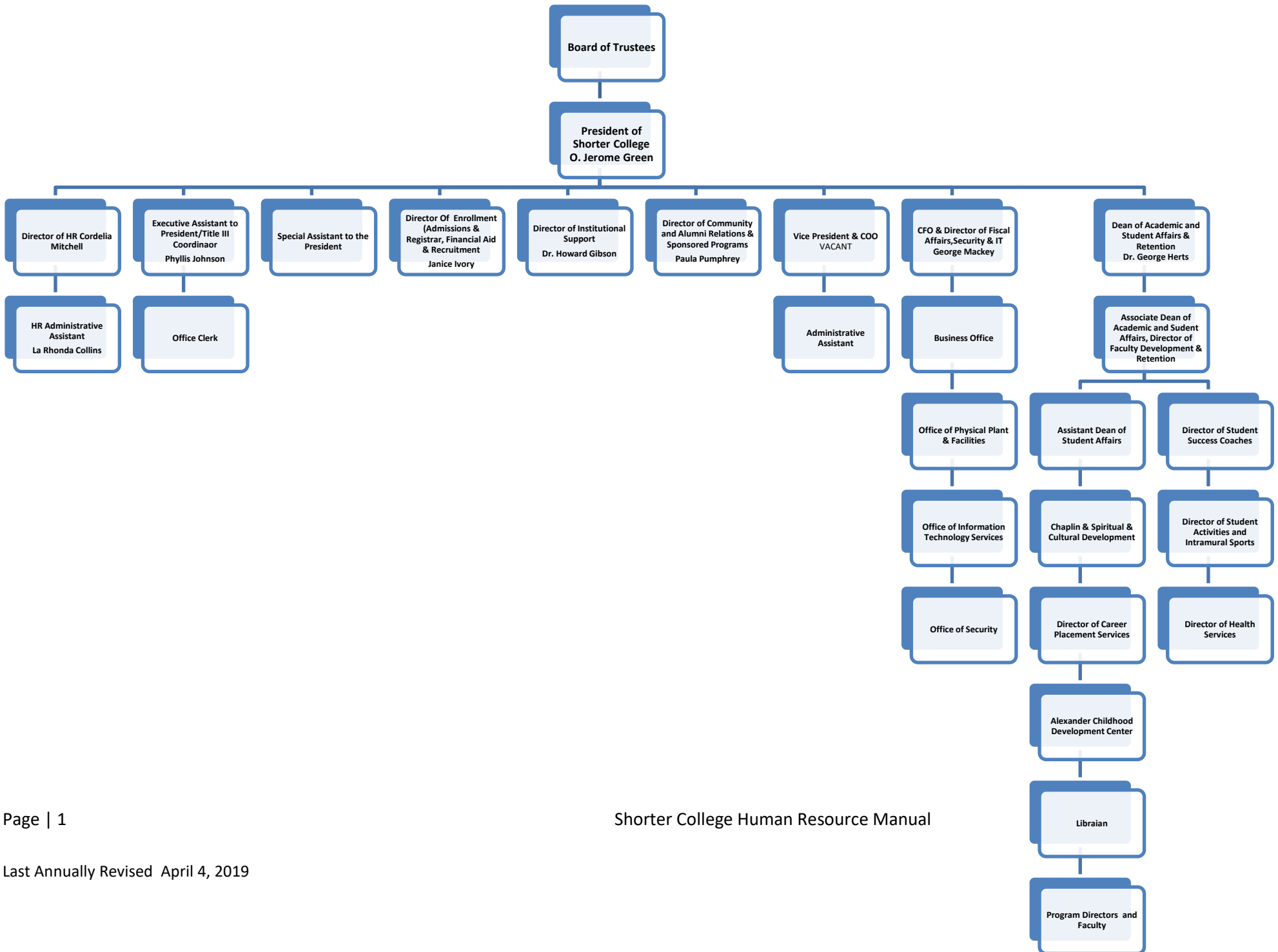
THE OBJECTIVES

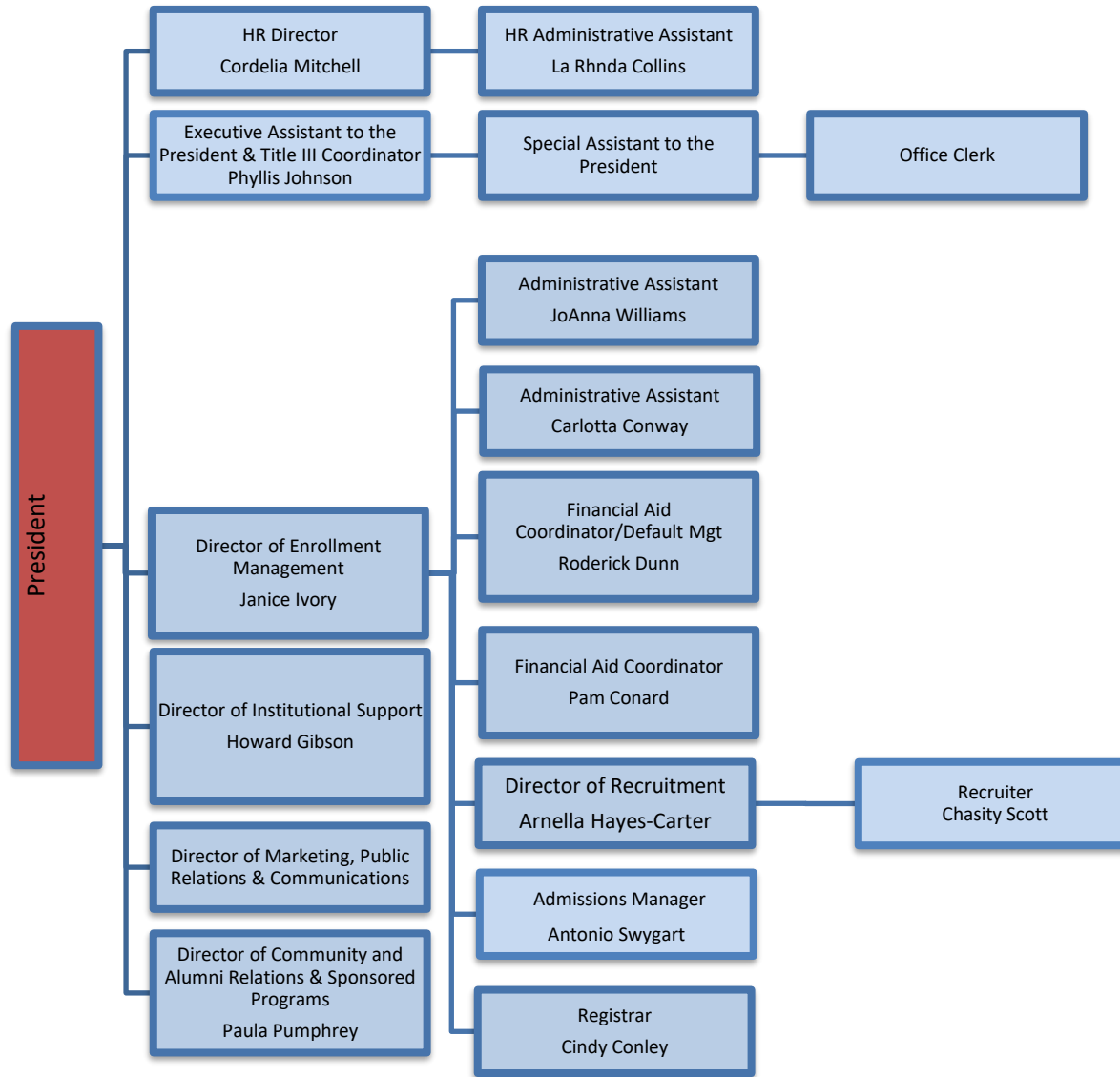
The objectives Shorter College seeks:

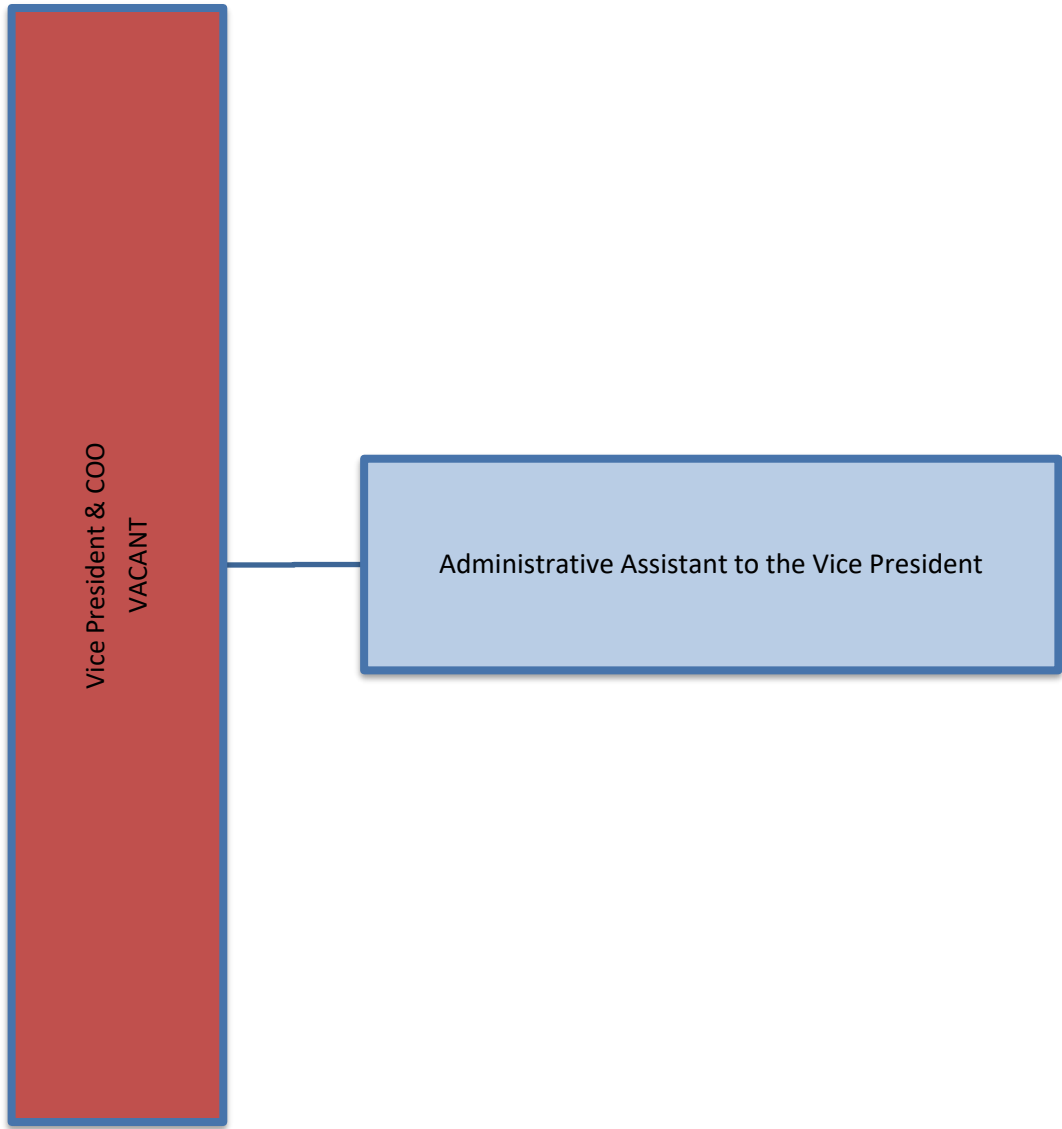
1. To instill within each student the realization that God is the supreme center of all reality, and that academic and life-purpose is ultimately realized only through obedience to the revealed Will of God.
2. To provide the basic communication skills and general education needed to stimulate intellectual curiosity and a continuous search for knowledge.
3. To provide both certificate and associate degree programs that prepare students for further study or opportunities for work in the job market.
4. To serve as a center to transmit and preserve African-American heritage and culture.

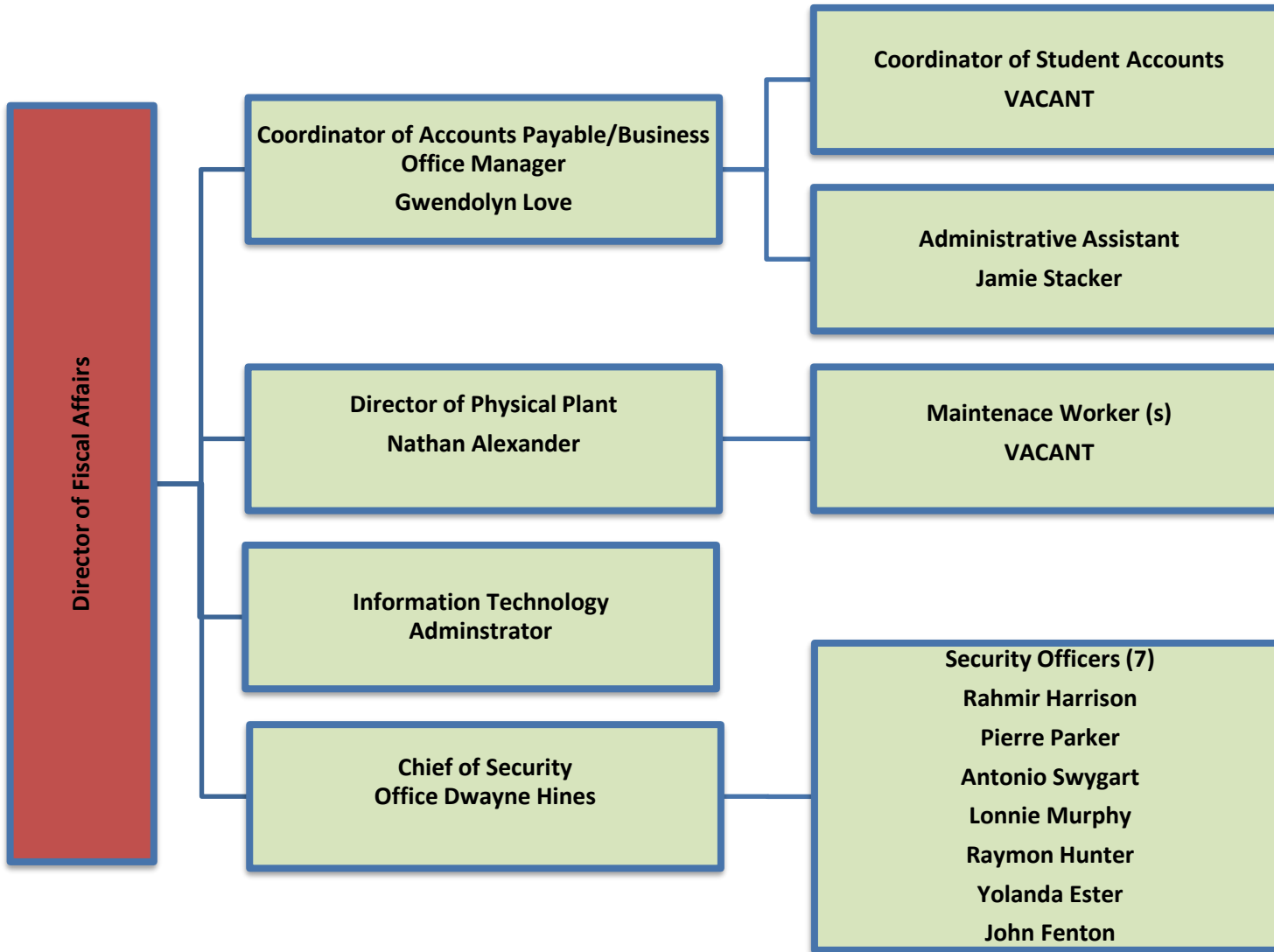
5. To graduate students who think carefully and logically about and express with clarity their observations, experiences, and findings concerning the world in which they live, both in writing and verbally.
6. To graduate students who exhibit competency in their disciplines, character in their work with others, and compassion toward all people consistent with an education in a Christian environment.
7. To provide knowledge and basic computer skills needed to be technologically competitive.
8. To provide an opportunity for under-performing students to overcome educational deficiencies.

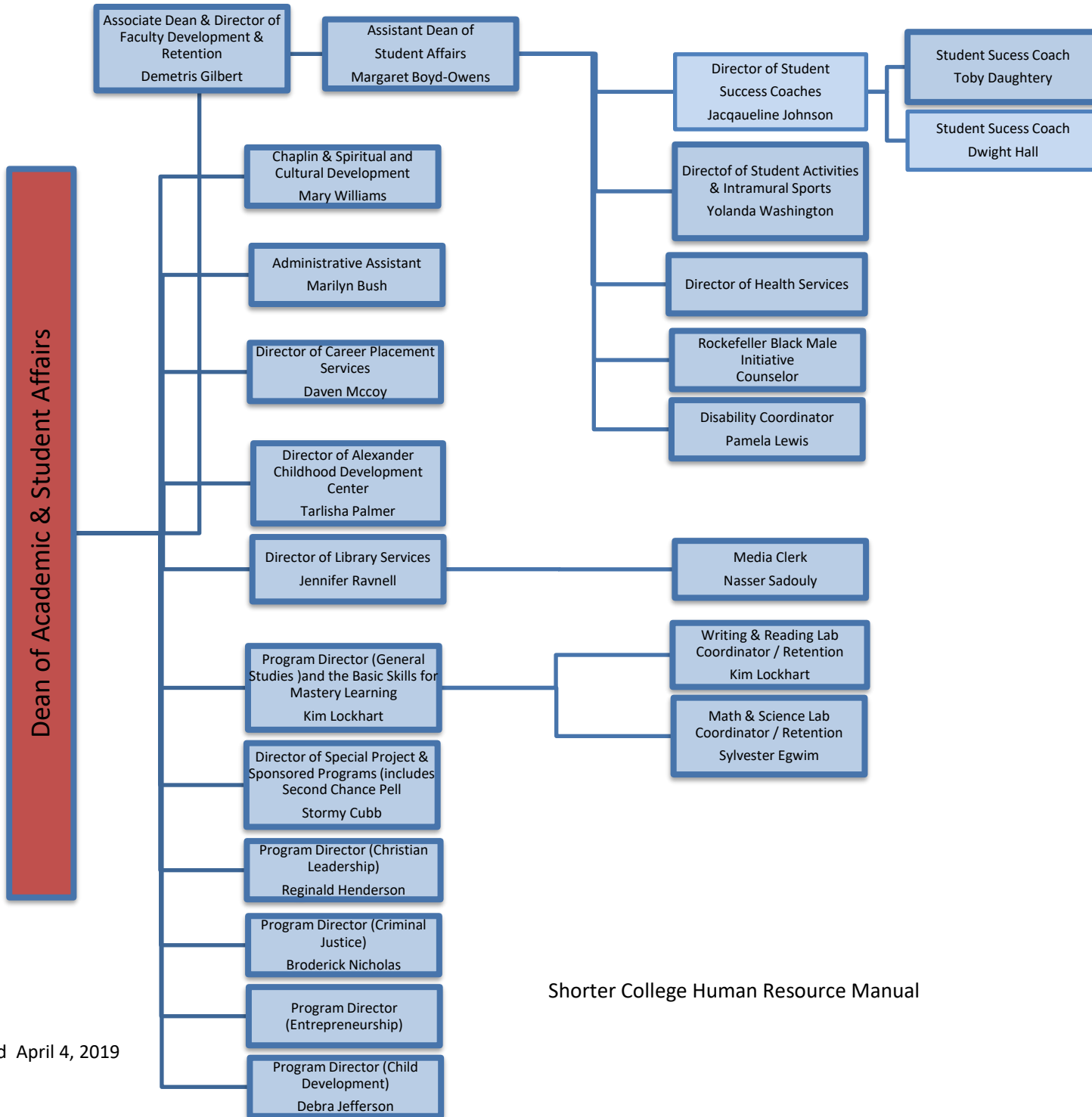
SHORTER COLLEGE ORGANIZATIONAL CHART











JOB DESCRIPTIONS FOR ADMINISTRATION

BOARD OF TRUSTEES

The governing authority of Shorter College is vested in an autonomous, legally established, Board of Trustees. The Board is composed of the Presiding Bishop of the Twelfth Episcopal District of the African Methodist Episcopal Church who is an ex-officio member of the Board and serves as its chairperson. Each annual conference shall have a minimum of three (3) members and not more than six (6) members, with the maximum number for the entire Board of trustees elected by the four (4) annual conferences not to exceed twenty-one (21). There shall be not less than two (2) members elected at-large who may or may not be members of the African Methodist Episcopal Church, nor the annual conferences hereinbefore mentioned. Both clergy and lay members shall be elected from each of the four (4) annual conferences, with the majority being from the ranks of the clergy. The president of Shorter College shall be an ex-officio member. The Board of Trustees is responsible for establishing broad policy, appointing and evaluating the chief executive officer, establishing and maintaining financial stability, and oversight of the effective pursuit of the stated purpose and objectives of the institution.

The functions of the Board are: (1) to ensure with its awareness, influence, participation, and financial support, the execution of the institutional mission; (2) to support the administration in its implementation of the mission and assume the responsibility of hiring the chief administrator (the president); (3) to define the policies of the college; (4) to provide a funding base; (5) to urge for institutional maintenance of educational standards that will ensure its membership in the regional association of accredited schools.

Authority in administration and academic matters is vested in the president and delegated at the president's discretion and in accordance with written job descriptions for other administrators and members of the faculty.

PRESIDENT

The President shall be the Chief Executive Officer of the college. All administrative officers, faculty, and other staff members shall be responsible to him/her for the performance of their duties and subject to his/her direction. The president shall be responsible only to the Board of Trustees. As president of the college, he/she or his/her designated representative, shall be an ex-officio member, without vote, of all standing committees of the faculty and of the Board of Trustees. He/she

shall hold office until he/she resigns, retires, his/her contract expires, or until he/she's removed by the Board of Trustees. The president shall perform such duties as are traditionally the responsibility of a college president and the Board of Trustees may delegate such other duties as to the office. These duties shall include, but are not limited to:

1. Enforcement of all rules and regulations of the Board of Trustees, and shall have such authority as is necessary to accomplish this, including the power to relieve any officer of internal administration, faculty member, or employee from the performance of his college functions pending action by the Executive Committee or the Board upon appeal by the person thus relieved or upon charges which the president is in such case required to file with the Executive Committee of the Board not later than the next regular meeting.
2. Responsible for providing leadership in the development of policies concerning admission, retention, and graduation of students.
3. Responsible for recommending to the Board of Trustees such administrative organizations, executive offices, and staff positions as will best enable him/her to discharge his/her numerous duties and with the approval the Board shall appoint and/or remove such personnel as in his/her judgment circumstances require.
4. Responsible for the preparation of the budget of the college, with the assistance of the Chief Financial Officer. He/she shall submit it with his/her recommendations to the Executive Committee of the Board of Trustees and administer the budget as approved by the Board of Trustees and administer the budget as approved by the Board; with Executive committee he/she shall also be responsible for long-range financial planning for the college.
5. Be the channel of official communications and recommendations between the faculty members, other officers, employees, and students of the college, and the Board of Trustees. Such communications and recommendations shall be in writing, shall be open to the president and shall be transmitted by him/her with such recommendations as he/she chooses to make to the Executive Committee of the Board of Trustees at its next meeting following receipt of the communication by the president.

DEAN OF ACADEMIC AFFAIRS

Job Summary:

The Dean of Academic Affairs shall be appointed by the Board of Trustees upon recommendation of the President and shall be responsible to the President. The Dean of Academic Affairs acts as the chief academic officer, develops administrative, personnel and academic policies and programs for the college. She/he

develops and oversees the curriculum, development of the class schedules and student orientation to the college; supervises the library and all faculty personnel, faculty evaluations, all academic programs, academic standards, academic records, the Registrar's Office, work with the President and Director of Institutional Advancement and Planning on institutional research and assessment, department Heads and performs any additional duties that may be assigned by the President. The Dean's authority and areas of supervision may be adjusted from time to time in the discretion of the President in accord with the needs of the institution subject to approval of the Board of Trustees. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- A minimum of a master's degree in academic fields from an accredited institution;
- Teaching and administrative experience;
- Higher Education experience as an instructional leader, with curriculum, pedagogy;
- Experienced leader for classroom management and student discipline matters;
- Experienced instructional leadership with our reading, writing and math initiatives;
- Strong communication and facilitation skills, including technology;
- Team player and experience with collaboration; and
- Ability to work under pressure and adapt easily.

CHIEF FINANCIAL OFFICER / DIRECTOR OF FISCAL AFFAIRS

Job Summary:

The CFO shall be approved by the Board of Trustees on recommendation of the President, and shall be responsible to the President or his/her designee. The Chief Financial Officer shall be responsible for the proper administration of the business affairs of the college, for the administration of the policies and programs relating to the control of internal budget operations, financial audits, material purchasing, and the operation and control of auxiliary enterprises. The Chief Financial Officer shall accurately prepare and present all available data which are essential to the preparation of the budget, assist the President in the preparation of the annual budget of the college, and perform such other duties as the President may direct. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- Bachelor's degree in accounting or business (MBA preferred);
- Experience in Higher Education;
- Proficient in Microsoft Excel, Access and Word;
- Must have a thorough knowledge of accounting software and Generally Accepted Accounting Principles; and
- At least five years of experience in accounting and supervision.

DEAN OF STUDENT SERVICES

Job Summary:

The Board of Trustees shall approve the Dean of Students (Director of Student Services) on nomination by the President, and he/she shall be responsible to the President. He shall preside at meetings of the Campus Life Commission, which includes students, faculty, and administrators, who are responsible for specific services to college students, coordinate the tutorial services and testing. He/she shall be responsible for the proper administration of trustee policies on student life, health, housing, discipline, scholarship, and other forms of student assistance, and all matters related to student non-academic activities. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- Doctorate or Master's degree (minimum);
- Experience in Student Affairs at a small, private, liberal arts institution is preferred; and
- Excellent leadership and managerial skills and the capacity to supervise and lead a student affairs staff.

EXECUTIVE DIRECTOR OF INSTITUTIONAL SUPPORT (Institutional Effectiveness, Assessment, IT, Communications, Sponsored Programs and Advancement)

Job Summary:

The Executive Director of Institutional Support oversees various support units within the division of institutional support. Through the supervision and direction,

the Executive Director engages in continuous development and implementation of the Institutional Effectiveness Plan by which the College measures improvement and holds itself accountable to its constituents; provides general support to The College's assessment program through direct support of the academic and administrative units by consulting in developing, measuring, and analyzing learning outcomes and administrative units in developing, measuring, and analyzing performance outcomes. In addition, assists with the maintenance of a comprehensive institutional assessment database and reports on College assessment activities as requested and recommends policies and procedures to improve the College's institutional effectiveness program and performs other duties as may be required. This position also entails other responsibilities and other duties assigned. The Executive Director oversee both strategic and tactical operations of the IT, Sponsored Programs, and Advancement.

Qualifications

Minimal qualifications include:

- Bachelor's Degree (master's degree in statistics or doctorate preferred);
- Demonstrated knowledge of statistics; and demonstrated knowledge of educational research and issues in higher education;
- The ability to prepare high-level quantitative and qualitative statistical analyses focusing on critical academic metrics;
- The ability to effectively present information and address questions from a campus community; and
- Effective communication skills with a proven ability to foster collaborative efforts within a diverse community.

JOB DESCRIPTIONS: DIVISION OF THE PRESIDENT'S OFFICE

DIRECTOR OF ALUMNI AFFAIRS AND CHURCH RELATIONS

Job Summary:

The Director of Alumni Affairs and Church Relations is responsible for the planning and implementation of programs and projects that strategically engage alumni in strengthening programs. Serving as ambassador, the Director of Alumni Affairs and Church Relations is charged with securing commitments from alumni to provide professional expertise and volunteer service; collaborating with colleagues in the administrative offices, local churches and Annual Conferences of the 12th Episcopal District (including, but not limited to Admissions, Development, Public Affairs and Student Affairs). All attendees and degreed alumni are counted as members of its Alumni Association. The Director of Alumni Affairs and Church Relations reports to the Director of Institutional Advancement and is a member of the advancement team. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- A Bachelor's degree;
- Ability to travel and work evenings and weekends as needed;
- The demonstrative ability to strategize, implement and build constituency programs and activities, along with a talent for motivating volunteers;
- Ability to organize and complete multiple task simultaneously with close attention to detail and prioritization to meet deadlines;
- High professional and ethical standards for handling confidential information;
- Flexibility and initiative, as well as the ability to work independently, combined with the skills for thriving in a team environment to achieve institutional goals;
- Demonstrably strong writing, planning and organizational skills; and
- Excellent communication and interpersonal skills, together with the ability to work collaboratively and courteously with colleagues throughout the institute, alumni, local church, other constituents and the public.

DIRECTOR OF TITLE III

Job Summary:

The Title III Project Director oversees the day-to-day management of the Title III project activities working toward achieving the project's goals. The Director works with the President and the Cabinet to ensure the optimal integration of the project's activities with all components of the College. The Director will maintain effective communication channels and establish procedures to assure the operation of the project remains congruent with the goals of overall institutional development. The Director prepares and monitors fiscal and technical reports, authorizes expenditures and coordinates the various college staff that will lead the grant activities and successfully complete the project. The Project Director will share administrative control of the activity with institutional counterparts to assure optimal institutionalization of grant activities and will work closely with Title III Activity staff as they work toward accomplishing Title III objectives.

Qualifications

Minimal qualifications include:

- Bachelor's Degree, Master's degree preferred in an educational administration or related area required (and/or) work related experiences
- At least five years administrative experience in higher education
- Experience with direct management of state/federal grant programs.

A familiarity with the Title III program is preferred.

DIRECTOR OF HUMAN RESOURCES

Job Summary:

Oversees human resources functions, including compensation, benefits, and recruitment, transactions, operations, and employee relations. Develops and implements personnel policies consistent with overall objectives. Serves as job expert or organization resource in assigned area. Assists in the planning and organizing of the unit's work to meet the unit's objective. Reviews operations for compliance with applicable regulations and standards. Participates in strategic planning. Assists with the design and execution of special events, projects and activities. Coordinates employee performance and appraisal programs. Oversees the record management function including maintenance, retention, transfer, and disposition of personnel records and files. Oversees the development, revision and maintenance of comprehensive job descriptions. Provides information and advice to employees, supervisors and managers regarding employee relations issues and personnel policies, practices and regulations. Reviews and evaluates proposed or newly enacted State and Federal laws governing personnel administration. Coordinate and conducts training on human resource program-related topics and issues. Identifies current and prospective staffing requirements, prepares and posts notices and advertisements, and collects and screens applications. Coordinates and conducts recruitment program following State and Federal laws, rules and regulations and in accordance with agency policies and procedures. Serves on various committees as assigned. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- Must have demonstrated proficiency with applicable laws/regulations and management theories
- Strong organizational skills in the areas of operations, budget and project administration;
- Effective interface with diverse groups; effective supervisory skills.

- Experience must include hands-on responsibility for the full scope of human resources activities, both operations and analysis.
- Candidates must possess a bachelor's degree; an advanced degree or professional certification preferred, or the equivalent combination of education and experience.

ADMINISTRATIVE/OFFICE CLERK

Job Summary:

Performs responsible, sometimes confidential duties and routine administrative functions. Types and proofreads reports, correspondence, forms, etc.; may type confidential materials; may use word processing equipment. Answers the telephone, takes and relays messages and responds to phone inquiries. Assists at counter answering questions and helping the public in researching information contained in a variety of public records. Assists in the completion of exemption forms and the retrieval and research of recorded documents. Makes and confirms appointments as directed and receives and schedules visitors.

Qualifications

Minimal qualifications include:

- High school diploma or general education degree (GED) with courses in general office procedures, bookkeeping and computer entry.
- At least one year of responsible office/clerical experience or equivalent combination of education and experience.
- Skill in operating a typewriter, personal computer, on-line computer terminal, various printers, fax machine and other office equipment are necessary.

JOB DESCRIPTIONS: DIVISION OF FISCAL AFFAIRS

DIRECTOR OF FINANCIAL AID

Job Summary:

The Director of Financial Aid is responsible for directing the overall operation of student financial aid services, reviewing the packaging of financial aid awards, and counseling students regarding financial aid information. This position is governed by state and federal laws and agency/institution policy. The Director monitors expenditures of all student financial aid programs, develops policies and procedures concerning awards, prepares various reports on financial aid

activities, monitors processing of awards and verification of information, and keeps abreast of state and federal financial aid regulations. The Director assigns students participating in college work study program, receives deposits, and authorizes disbursement of private and campus based scholarship funds as needed. The Director interviews students to evaluate financial aid application, determines financial needs of students, prepares financial aid packages such as loans, grants, and scholarships and answers questions concerning awards. The Director administers financial aid presentations/workshops for high school students, transfer students, and academic advisors. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- The formal education equivalent of a bachelor's degree with a major in general business or related field;
- Three years of experience in student financial aid or related area, including one year in a supervisory or leadership capacity.
- Additional requirements determined by the agency for recruiting purposes require review and approval by the Office of Personnel Management.

FINANCIAL AID COUNSELOR

Job Summary:

The Financial Aid Counselor maintains a portfolio of files and is responsible for all aspects of awarding. The duties of this position include, but are not limited to, processing applications, analysis of award eligibility, file verification, and coordination of aid from various sources including the institution, state and federal governments, and outside sources according to federal, state, and institutional guidelines. The Counselor is also responsible to certify federal and alternative loans, including the coordination of federal loan counseling requirements, and will communicate with students regarding all aspects of Financial Aid. This person reports to the Director of Financial Aid.

Qualifications

Minimal qualifications include:

- High School Diploma or GED; Associates Degree or equivalent from a two year college or technical school; Bachelor's degree preferred
- Strong general computer skills with experience in Microsoft Office.
- Strong oral and written communication skills; ability to communicate effectively and professionally
- with a variety of different groups including students, government agencies, vendors, and offices within the College.

- Experience with Financial Aid programs.
- Excellent math, analytical, and data interpretation skills.

DEFAULT PREVENTION MANAGER

Job Summary:

The Default Manager is responsible for providing counseling, information, and assistance to students in accordance with federal requirements and the school's default prevention program. This is a security sensitive position that must follow all Federal and State regulations and guidance.

A. Default Management - 70%.

- Responsible for providing counseling, information, and assistance to students in accordance with federal requirements and the school's default prevention program.
- Inform borrowers of their rights and responsibilities under the Direct Loan Program.
- Assist borrowers with options to lower or postpone student loan payments based on the borrower's individual need.
- Conduct exit interviews for students who graduate or withdraw.
- Assist with financial literacy class prior to student's completion of program.
- Coordinate post-graduation/withdraw activities to promote default prevention services.
- Manage letters and phone calls to borrowers in all stages of delinquency.
- **Measurable outcomes expected: Annual Official Cohort Default Rate below 15% under the New Rule (3 year review).**

B. Financial Aid - 20%.

- Assist students with financial aid and loan program applications, verifications, and related paperwork.
- Assist with the interpretation and implementation of state and federal financial aid policies and regulations.
- Monitor student academic progress.
- Utilize computer assisted financial aid record keeping.
- Provide information to prospective and enrolled students.
- Assist with financial aid presentations on campus, in the community, and at area high schools
- Assist with developing and/or updating all online financial aid forms and keeps up with state and federal form revisions.

- Review and input data from students' files for all awards.
- Monitor requirements for tuition waivers and maintain necessary documentation.
- Participate in local, regional, state, and federal organizations workshops to maintain current information on financial aid regulations per supervisor's request.
- Assist with the selection, training, supervision, and evaluation of student workers.
- Coordinate work activities with other student services personnel, specifically the Student Accounts Representative.
- Conduct entrance /exit interview sessions.
- Respond to inquiries sent through Financial Aid e-mail account.
- Serves as front-line person responding professionally and courteously to all inquiries from constituents, i.e. students, parents, lenders, faculty, administrative and support staff through personal and telephone communications.
- Attend and participate in meetings as required.
- Assist in placing or removing Financial Aid Holds on student accounts.
- Assist students with student financial counseling for financial literacy.
- Perform other duties as assigned.

C. Student Account Reconciliation - 5%.

- Plans, coordinates, and reviews student accounts for graduation each December and May.
- Aids in verifying charges (billing), payments, adjustments made to student accounts are accurate and posted in timely manner.
- Interprets entries to students' accounts and identifies balances by accessing CAMS and referencing related documents.
- Upon request may assist with calculating Return to Title IV (R2T4) based on student status changes and federal regulations, calculating any overpayments, loans to be refunded or balances to be collected.
- Assists students with billing and accounts receivable questions and issues.
- May research inquiries regarding disputed or questioned transactions regarding student accounts.

D. Overall School Support - 5%.

- Serves as front-line person responding professionally and courteously to all inquiries from constituents, i.e. students, parents, lenders, faculty, administrative and support staff through personal and telephone communications.
- Reviews and updates the accurateness of web content, publishing, forms, and calendars upon approval of the Director of Financial Aid.

- Fulfills all reporting requests from the Director of Financial Aid.
- Coordinates with college staff/faculty regarding student requests for exceptions to school policy or for special payment arrangements.
- Counsel customers regarding student related functions of other College departments, i.e. registrar, housing, admissions, etc. in order to address or refer issues not served directly by the Office of Financial Aid.

KNOWLEDGE, SKILLS, and ABILITIES:

- Communication - Ability to communicate verbally and in writing clearly and concisely.
- Customer Oriented - Ability to take care of the customers' needs while following company procedures.
- Detail Oriented - Ability to pay attention to the minute details of a project or task.
- Strong organizational and computer skills.
- Knowledge of state and federal financial aid requirements (Arkansas).
- Knowledge of Federal student loans rules and regulations.
- Enthusiastic - Ability to bring energy to the performance of a task.
- Friendly - Ability to exhibit a cheerful demeanor toward others.
- Initiative - Ability to make decisions or take actions to solve a problem or reach a goal.
- Interpersonal - Ability to get along well with a variety of personalities and individuals.
- Reliability - The trait of being dependable and trustworthy.
- Technical Aptitude - Ability to comprehend complex technical topics and specialized information.

Qualifications

Minimal qualifications include:

- Education: Bachelor's Degree with a concentration in business/account is desired. Associate Degree in business/accounting or a related field required.
- Experience: Minimum of two years of experience in federal student financial aid regulations required. Must be computer literate and efficient in Microsoft Excel.

Job Summary:

The Financial Aid Coordinator will assist students with their financial aid applications, verifications, awards, and related matters. This person will also serve as the office manager, including data entry, organizing and maintaining accurate and complete financial records, handling confidential records, tracking students' academic progress, gathering and analyzing information for state and federal reports and audits, and working with the business office and the registrar during registrations, etc. This is a security sensitive position that must follow all Federal and State regulations and guidance.

A. Financial Aid - 75%.

- Assist students with financial aid and loan program applications, verifications, and related paperwork.
- Assist with the interpretation and implementation of state and federal financial aid policies and regulations.
- Monitor student academic progress.
- Utilize computer assisted financial aid record keeping.
- Provide information to prospective and enrolled students.
- Assist with financial aid presentations on campus, in the community, and at area high schools
- Assist with developing and/or updating all online financial aid forms and keeps up with state and federal form revisions.
- Review and input data from students' files for all awards.
- Monitor requirements for tuition waivers and maintain necessary documentation.
- Participate in local, regional, state, and federal organizations workshops to maintain current information on financial aid regulations per supervisor's request.
- Assist with the selection, training, supervision, and evaluation of student workers.
- Coordinate work activities with other student services personnel, specifically the Student Accounts Representative.
- Conduct entrance /exit interview sessions.
- Respond to inquiries sent through Financial Aid e-mail account.

- Serves as front-line person responding professionally and courteously to all inquiries from constituents, i.e. students, parents, lenders, faculty, administrative and support staff through personal and telephone communications.
- Attend and participate in meetings as required.
- Assist in placing or removing Financial Aid Holds on student accounts.
- Assist students with student financial counseling for financial literacy.
- Perform other duties as assigned.

B. Student Account Reconciliation - 15%.

- Plans, coordinates, and reviews student accounts for graduation each December and May.
- Aids in verifying charges (billing), payments, adjustments made to student accounts are accurate and posted in timely manner.
- Interprets entries to students' accounts and identifies balances by accessing CAMS and referencing related documents.
- Upon request may assist with calculating Return to Title IV (R2T4) based on student status changes and federal regulations, calculating any overpayments, loans to be refunded or balances to be collected.
- Assists students with billing and accounts receivable questions and issues.
- May research inquiries regarding disputed or questioned transactions regarding student accounts.

C. Overall School Support - 10%.

- Serves as front-line person responding professionally and courteously to all inquiries from constituents, i.e. students, parents, lenders, faculty, administrative and support staff through personal and telephone communications.
- Reviews and updates the accurateness of web content, publishing, forms, and calendars upon approval of the Director of Financial Aid.
- Fulfills all reporting requests from the Director of Financial Aid.
- Coordinates with college staff/faculty regarding student requests for exceptions to school policy or for special payment arrangements.
- Counsel customers regarding student related functions of other College departments, i.e. registrar, housing, admissions, etc. in order to address or refer issues not served directly by the Office of Financial Aid.
- Maintain an acceptable cohort default rate.

KNOWLEDGE, SKILLS, and ABILITIES:

- Communication - Ability to communicate verbally and in writing clearly and concisely.
- Customer Oriented - Ability to take care of the customers' needs while following company procedures.
- Detail Oriented - Ability to pay attention to the minute details of a project or task.
- Strong organizational and computer skills.
- Knowledge of state and federal financial aid requirements (Arkansas).
- Enthusiastic - Ability to bring energy to the performance of a task.
- Friendly - Ability to exhibit a cheerful demeanor toward others.
- Initiative - Ability to make decisions or take actions to solve a problem or reach a goal.
- Interpersonal - Ability to get along well with a variety of personalities and individuals.
- Reliability - The trait of being dependable and trustworthy.
- Technical Aptitude - Ability to comprehend complex technical topics and specialized information.

Qualifications

Minimal qualifications include:

- Education: Bachelor's Degree with a concentration in business/account is desired. Associate Degree in business/accounting or a related field required.
- Experience: Minimum of two years of experience in federal student financial aid regulations required. Must be computer literate and efficient in Microsoft Excel.

BUSINESS OFFICER MANAGER / ACCOUNTS PAYABLE

Job Summary:

Provides financial, administrative and clerical support by ensuring payments are completed and expenses are controlled by receiving payments, processing, verifying and reconciling invoices according to established policies and procedures in an efficient, timely and accurate manner.

Qualifications

Minimal qualifications include:

- High School Diploma or GED; Associates Degree or equivalent from a two year college or technical school preferred
- 1-3 years accounts payables
- Knowledge of general accounting principles, regulatory standards and compliance requirements
- General math skills
- Proficiency in MS Office, including the ability to operate computerized accounting and spreadsheet programs

DIRECTOR OF PHYSICAL PLANT

Job Summary:

The Director of Physical Plant directs the planning and administration of campus facilities and public safety operations including buildings and grounds, infrastructure and security and safety of the college. Responsibilities include providing strategic and technical guidance to senior staff to ensure appropriate development of the campus to support the mission of the college. The Director provides leadership and professional direction in the areas of facilities planning, budget management, administration, maintenance and repair; architectural and engineering services; construction and renovations management, landscaping; custodial services, energy management and trade teams. He/she will work closely with a diverse set of campus, city and contractor constituencies in an innovative and collaborative fashion. The Director provides overall management, supervision and professional direction to physical plant and public safety organization. Provides facilities planning; space administration; architectural, and engineering; construction management; facilities maintenance and repair; renovations; utilities; custodial, landscaping and other maintenance services. Oversee the planning, organization and activities of the college public safety department assuring that law and order are maintained, that laws and ordinances are enforced, and that measures are implemented to prevent crimes and protect lives and property. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- A Bachelor's degree in engineering, architecture, construction or business management is the minimum education; a closely related degree will be considered. An advanced degree is preferred.
- General experience and a good understanding of public safety and security operations; and
- Preference is given for ten years senior supervisory experience in physical plant facilities and construction management in a higher education arena.

COORDINATOR OF STUDENT ACCOUNTS

Job Summary:

The Coordinator of Student Accounts is responsible for maintaining student ledgers by posting all course charges in a timely manner when due, coordinating issuance of books and supplies to all students when needed, responsible for tracking student out of pocket payments on a month to month basis, submitting delinquent student accounts to collection agencies when needed, accepting and receipting student/misc. payments daily. They also fully coordinate the creation of a new student ledger per student by program and post all charges per award year/payment period based on the enrollment agreement; work closely with students who are put on payment plans to ensure that the payments are being made timely monthly and follow through with sending delinquent accounts to collections agencies if internal collections procedures are not working.

Qualifications

Minimal qualifications include:

- High School Diploma or GED; Associates Degree or equivalent from a two year college or technical school preferred
- 1-3 years accounts payables
- Knowledge of general accounting principles, regulatory standards and compliance requirements
- General math skills
- Proficiency in MS Office, including the ability to operate computerized accounting and spreadsheet programs

SAFETY SECURITY OFFICER

Job Summary:

The Public Safety Security Officer is responsible for the enforcement of traffic, criminal laws, and parking regulations. This position is governed by law enforcement standards, state and federal laws, and agency/institution policy. The Officer patrols assigned areas to detect and prevent crimes, enforce traffic laws, recognize parking violations, issue traffic citations, and identify safety hazards and violators and perform security checks of campus buildings. The Officer conducts investigations of crimes, accidents, and reports incidents committed on campus and directs traffic during periods of high density to facilitate smooth flow. The Officer monitors security and fire panel for security and fire detection, assists with checking the alarm systems and emergency power supply, and inspects and maintains fire extinguishers. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- The formal education equivalent of a high school diploma; plus two years of experience in law enforcement or related area.
- Certified by the Arkansas Law Enforcement Standards Training Academy as a Police Officer in accordance with ACA 12-9-106 and possess a valid state motor vehicle operator's license.
- Additional requirements determined by the agency for recruiting purposes require review and approval by the Office of Personnel Management.

JOB DESCRIPTIONS: DIVISION OF INSTITUTIONAL SUPPORT

DIRECTOR OF INFORMATION TECHNOLOGY & COMMUNICATIONS

Job Summary:

The Director for Information Technology and Communications shall be responsible for the overall planning, organizing, and execution of all IT functions at the location. This includes directing all IT operations to meet customer requirements as well as the support and maintenance of existing applications and development of new technical solutions. Additionally, the director will lead all communications efforts and responsible for representing the business or organization to the outside world. . He or she may draft internal releases or newsletters, or write blast e-mails to members and/or volunteers. They are responsible for in-house programs and other necessary documents This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- Bachelor's degree required, advanced degree preferred.
- Minimal of two year experience in higher education and marketing and communications.

DIRECTOR OF COMMUNITY RELATIONS AND PARTNERSHIPS

Job Summary

Director of Community Relations coordinates, organizes and heads efforts to represent employer favorably in the community. Plans programs that promote good will and fosters relationships with community leaders. Potentially supervises the charitable contributions program, including coordinating the approval process, screening requests for financial support, and directing the disbursement of funds.

Qualifications

Minimal qualifications include:

- Bachelor's degree required, advanced degree preferred.
- Minimal of two year experience in higher education and marketing and communications.

DIRECTOR OF SPONSORED PROGRAMS & SPECIAL PROJECTS

Job Summary

Design, write, lead and oversee the execution of a college-wide public and private grants program in keeping with the needs, priorities, and competencies of the institution and its faculty and staff. Efforts range from finding grant sources and informing appropriate individuals; assisting with and overseeing the development and writing processes; and assisting with final grant production, presentation, and achievement. Research and interpret funding opportunities and requests for proposals from government agencies and foundations to determine appropriateness for the College; evaluate and recommend how best to respond. Create Memorandums of Understanding (MOUs) as a result of the development of partnerships with external entities needed to implement the sponsored programs and/or grant requests.

Qualifications

Minimal qualifications include:

- Master's Degree or equivalent
- Ability to manage multiple priorities in a fast-paced environment
- Ability to interact effectively with Office of Sponsored Programs' stakeholders, including administrators, faculty, staff, students, governmental agencies, and other prospective funding sources
- Evidence of excellent written and oral communication skills

ADMINISTRATIVE ASSISTANT TO THE EXECUTIVE DIRECTOR

Job Summary:

Performs responsible, sometimes confidential duties and routine administrative functions. Types and proofreads reports, correspondence, forms, etc.; may type confidential materials; may use word processing equipment. Answers the telephone, takes and relays messages and responds to phone inquiries. Assists at counter answering questions and helping the public in researching information contained in a variety of public records. Assists in the completion of exemption forms and the retrieval and research of recorded documents. Makes and confirms appointments as directed and receives and schedules visitors.

Qualifications

Minimal qualifications include:

- High school diploma or general education degree (GED) with courses in general office procedures, bookkeeping and computer entry; Bachelor's Degree preferred.
- At least one year of responsible office/clerical experience or equivalent combination of education and experience.
- Skill in operating a typewriter, personal computer, on-line computer terminal, various printers, fax machine and other office equipment are necessary.

RECRUITERS

Job Summary:

Recruit new students for curriculum programs in accordance with the mission, goals, and policies of the College. Contacts and meets high school counselors and teachers to explain benefits of our program; Participates in classroom visitation and other special events to explain program to potential student; Provide information regarding admissions requirements and program benefits to prospective students and parents via phone, mail and personal visits; follows up with mail or phone call, as appropriate; Produce follow-up reports regarding activities and future plans; Provide multi-campus support during registration, special events and tours; Attend college fairs, visit high schools and technical colleges daily when tours are not in conflict (Arrive 30 minute before college fairs); Audit student data and conduct statistical research to target population for recruitment and judge recruitment effectiveness; Assist with interviewing prospective students; Input all prospective cards into CAMS (within a timely manner); Train and manage student ambassadors/tour guides;

Qualifications

Minimal qualifications include:

- Bachelor's degree from an accredited college or university, preferably in marketing or related field and two years of related work experience preferably in higher education and extended computer and social media skills

STUDENT SUCCESS COACHES

Job Summary:

Student Success Coaches shall be responsible for keeping up with the activities of each student within the case load through regular meetings, while maintaining a detailed case file for each student. These activities will include, but will not be limited to: Checking class attendance and monitoring attendance at Chapel. Coaches shall meet with each student on a regular basis and call, email, etc., the student if he/she misses class, Chapel or an appointment, in an attempt to intervene as soon as possible. Coaches will monitor the grades of each student and recommend for tutoring those who are falling behind in their studies. Coaches will assess each student's life situation and identify any barriers to success, while providing support to each student by identifying programs, agencies and/or

services available to assist students in addressing these barriers and connecting students with the appropriate programs, agencies and/or services. Coaches will continuously monitor the progress of students through these programs, agencies and/or services and make recommendations as to the effectiveness of these programs, agencies and/or services. Coaches will recommend whether or not to continue with certain of these programs, agencies and/or services.

Qualifications

Minimal qualifications include:

- Bachelor's Degree and case management experiences a plus; Master's Degree in Counseling or related field preferred.
- Knowledge of, or willingness to learn about, resources and supports in the Little Rock/North Little Rock area will be essential.
- Ability to relate to a wide range of student personalities is a must.

DIRECTOR OF HEALTH AND WELLNESS SERVICES

The Director, Health and Wellness Center, reporting to the Dean of Student Affairs, plans, develops, organizes, coordinates, implements, administers, directs and evaluates the programs, operations, activities and staff of the Student Health and Wellness Center to ensure appropriate and adequate levels of a variety of healthcare services for students, or emergency care of employees and visitors in compliance with the laws, policies, procedures and guidelines as established by the college, district, and various licensing/accrediting agencies. Directs and oversees clinical practice according to Health Services and College policies and procedures, and provides for the quality of care provided in the student health services program; Performs a variety of professional activities including the screening, assessment and treatment of ill or injured students; monitor and assure care complies with established health standards; Establishes, reviews, and appropriately revises administrative, clinical and operational policies, procedures and protocols for Student Health Services; Complies with the contract agreement with the Arkansas Minority Health Commission.

Qualifications

Minimal qualifications include:

- Bachelor's Degree and experiences a plus; Master's Degree. M.D. preferred.
- Knowledge of, or willingness to learn about, resources and supports in the Little Rock/North Little Rock area will be essential (regarding medical partnerships)
- Ability to relate to a wide range of student personalities is a must.

DISABILITY SERVICES COORDINATOR

Job Summary:

The Disability Services Coordinator reports to the Dean of Student Services, and works to promote equitable access, respectful and inclusive campus culture, and learning opportunities for academic success on campus. The Disability Services coordinator provides leadership for design, development of intercultural competence, and implementation of disability support services programming which serves students with disabilities. The Disability Services coordinator works to integrate a well-developed, comprehensive program of services, supports and programming dedicated to creating a strong and supportive campus environment; and works with the University system campuses to ensure access for individuals with disabilities and to develop and promote a positive learning environment.

Qualifications:

Minimum Qualifications

- Bachelor's degree in human service related field and three (3) years' experience.
- Knowledge of models of disability and inclusive educational design and their application in higher education
- Working knowledge of common computer applications (e.g., Word, PowerPoint, databases)
- Knowledge of the application of federal, state, and municipal laws that provide for an accessible higher education experience for disabled students
- Strong written and interpersonal communication skills
- Skill at developing and delivering professional presentations and workshops
- Demonstrate experience to work with people from diverse backgrounds, cultures, and inclusive of racial, ethnic, religious, political, sexual orientation, gender identify, and perspective

Preferred knowledge, skills and abilities:

- Master's degree preferred.
- Demonstrated experience in program assessment and budget management
- Knowledge of learning styles, assessment, strategies, and experience in working with students with disabilities

CAREER PLACEMENT COUNSELOR

Job Summary:

The Career Counselor shall be responsible for providing leadership for career services. This includes providing comprehensive services and information resources that enable students to take active responsibility for their career decision and job search; equipping students for making career plans by facilitating awareness of their work related strengths, interests, and values and understanding the world of work; preparing students for finding suitable employment by enhancing their job search skills and capacity to express the relevance of strengths to employers; and fostering relationships with the employer community to provide students with opportunities to develop professional skills, integrate academic learning from work, and find jobs.

Qualifications:

Minimum Qualifications

- Bachelor's degree in a related field and three (3) years of experience.
- Knowledge of models of disability and inclusive educational design and their application in higher education
- Working knowledge of common computer applications (e.g., Word, PowerPoint, databases)
- Strong written and interpersonal communication skills
- Skill at developing and delivering professional presentations and workshops

Demonstrate experience to work with people from diverse backgrounds, cultures, and inclusive of racial, ethnic, religious, political, sexual orientation, gender identify, and perspective

DIRECTOR OF INTRAMURAL SPORTS

Job Summary:

The primary responsibilities of a recreational and intramural sports director include coordinating game and tournament schedules, securing and overseeing the maintenance of facilities and developing rules and guidelines for participants and volunteers. Directors also must set and maintain program budgets, oversee the training of all officials and league personnel and secure all necessary equipment. If a current sports program doesn't exist, a recreational or intramural sports director will be required to design and implement a new program to meet the needs of the community or student body

Qualifications:

Minimum Qualifications

- Bachelor's degree in a related field and three (3) years of experience.

- Working knowledge of common computer applications (e.g., Word, PowerPoint, databases)
- Strong written and interpersonal communication skills

DIRECTOR OF STUDENT ACTIVITIES

Job Summary:

The Director of Student Activities is responsible for engaging students. This person leads, plans, and coordinates the student activities programs on campus that will enrich and enhance the student's overall experience. The director will supervise student organizations and facilitate meetings and partnerships that will further improve students' engagement on campus. Efforts of the Director of Student Activities align with the goals of the Division of Student Engagement and the strategic direction of the vision of Shorter College. Engages and mentors students in alignment with student development theory and best practices in the field of student affairs; advises student government association; assist SGA leaders in identifying goals and outcomes for the year, and a plan for implementation, create and implement off training for SGA leaders, focusing on goal setting, leadership development, team building, and transition planning, leads student organizations by providing leadership development and advisor training; maintains budgets for all student-led groups and activities; maintain and implement policies, procedures, handbook, and training for student organization officers and advisors, including budget development, financial management, risk management, and event planning; oversee student organization budgets, assist student organizations in reserving space, procuring vendors and supplies for events; Oversees a student-led campus activities board; plans a robust calendar of student events for the academic year and ensure staff representation at all events; Support student-led programming efforts for on- and off -campus activities, including working with vendors, venues, and performers to secure quotes and contracts; partner with campus departments in implementation; Create, implement, and oversee New Student Orientation and Welcome Week events and programming for incoming first-year and transfer students and their families and guests; Assists in planning spring and summer registration days for new students

Qualifications:

Minimum Qualifications

- An Associate degree; a bachelor's is strongly preferred.
- The ability to effectively communicate with students, parents, administrators, faculty and staff members, and outside constituencies.
- Must be able to work well under pressure, work independently, take initiative and oversee a variety of projects simultaneously.
- Possess a high level of professionalism and maturity.
- Driver's License recommended

- Ability to work evenings and/or weekends as required

JOB DESCRIPTIONS: DIVISION OF ACADEMIC AFFAIRS

ASSOCIATE DEAN OF ACADEMIC AFFAIRS

Job Summary:

The Associate Dean for Academic Affairs, He/she has leadership and administrative responsibilities for professional student recruitment, the College admissions program, professional curriculum, and student retention. The Associate Dean oversees academic standards and academic and student support services related to the professional program. The Associate Dean interacts with faculty on academic matters through collegiate committees and through their respective department heads. The Associate Dean works closely with and answers directly to the Dean of the College on all issues related to academic and student affairs. Perform related duties as assigned.

Qualifications

Minimal qualifications include:

- A minimum of a Master's degree, Terminal Degree preferred.
- Two years teaching experience in a higher education setting and two years of experience in academic administration or in a similar leadership position that includes curriculum design and implementation, faculty and program supervision, departmental management or other similar experience.
- Demonstrated commitment to diversity and inclusivity are essential.

ADMINISTRATIVE ASSISTANT TO DEAN AND ASSOCIATE DEAN OF ACADEMIC AFFAIRS

Job Summary:

Oversee and manage the operations related to the Office of the Dean of Academic Affairs including, maintain a wide range of records for students, faculty, programs and activities; maintain calendars and schedules and coordinate functions in conjunction with contractual deadlines; carry out a variety of tasks related to committee work and regular activities of the department; respond to a wide range of requests from students, faculty, staff, administrators and other external

sources. Perform and oversee functions related to faculty, including: calculate faculty workload and prepare overload contracts. Perform related duties as assigned.

Qualifications

Minimal qualifications include:

- Associate Degree (Bachelor's Degree preferred).
- Excellent organizational skills.
- Ability to communicate well and excite faculty, students, other staff and College officials.
- Ability to anticipate potential problems and identify solutions.

DIRECTOR OF LIBRARY SERVICES (HEAD LIBRARIAN)

The Director of Library Services must is responsible for classifying and cataloging books and materials. The Director assists students and faculty with library microcomputer application network and with computerized database search. The Director has knowledge of the Internet and other online systems. The Director provides user education for bibliographic and reference resources. The Director is knowledgeable in reference development and collection, and familiar with acquisition. The Director performs annual inventory of the library holdings. The Director provides budget for library acquisitions and technologies. This position also entails other responsibilities and other duties assigned.

Qualifications:

Minimal qualifications include:

- A candidate for Director of Library must be an experienced librarian who will direct and supervise all library functions.
- Master's degree in library science is preferred with an ALA accreditation with at least one year supervisory experience in library services.

MEDIA/LIBRARY CLERK

Job Summary:

The Library Assistant performs many support activities involved in operating a library by assisting the professional librarians following established rules and procedures and policies. May assist in the administration of a branch in the absence of a professional librarian. Library Assistants generally work in both technical and user services. User services work is directly with the public to help them find the information needed. Technical services is acquiring and preparing material for

use and dealing less frequently with the public. An employee in this class shall perform routine general library work and may acquire proficiency in only one of the general specialized areas of library work. Library Assistants may work on special projects. Perform related duties as assigned

Qualifications

Minimal qualifications include:

- High School Diploma or equivalent, Associate or Bachelor's Degree preferred.
- Computer skills, knowledge of computerized circulation system, ability to assist public in using personal computers and products on local area network.
- Ability to deal with associates and the public in a courteous manner; ability to make decisions of other than a routine nature in order to meet controlling conditions; neat personal appearance; emotionally stable; pleasing manner.

DIRECTOR OF ADMISSIONS & RETENTION

Job Summary:

The Director of Admissions is a strong student advocate who will develop, train, and facilitate a high performance team in the Admissions Department. The director oversees the admissions department – including recruitment, admissions, a call center, and international student compliance – and provides leadership in developing and accessing innovative recruitment strategies and initiatives designed to attract new market segments and expand the student base. Working with the Recruitment Committee, the Enrollment Management Team, and the Marketing Department, the director will update, implement and monitor a college-wide Student Recruitment Plan. The director will develop strong partnerships/alliances with academic divisions, continuing education units, public schools and the college community through timely communication and clearly established goals.

Qualifications

Minimal qualifications include:

- A bachelor's degree with a minimum of 5-7 years admissions experience with a progressive experience. A master's degree is preferred.
- Previous supervisory experience managing professional and student staff is preferred.
- Experiences with production of a variety of media particularly print publications.
- Ability to effectively communication in person and in writing and be able to speak publicly.
- Should possess high energy, attention to detail, and the ability to organize effectively.

- A valid driver's license and the ability to travel and work nights and weekends as necessary.

ASSISTANT TO THE DIRECTOR OF ADMISSIONS AND REGISTRAR

Job Summary:

Under the direction of the Director of Admissions, Records and Retention Specialist the Assistant to Director/Registrar will be responsible for all tasks listed. The Assistant to Director of Admissions/Registrar may be required to work independently on projects requiring research and preparation of briefing charts and other presentation materials. Provide training and guidance; Delegate duties such as typing, copy, and scanning; Work with the Director to sustain and grow programs and service; Manage administrative functions to ensure smooth and efficient operations of the organization; Ensure duties delegated by Director; Attend and preside over meetings; Participate in strategic planning create presentations for meetings; Greet all incoming students into the Office of Admissions; Answer telephone lines; Assist with 2nd Chance Pell and input applications in CAMS; Interact with faculty, staff and students ensuring that the Registrar's Office process transcripts verification, degree audits, or other requested information; Maintaining and handling student records in a confidential manner and other duties as assigned.

Qualifications

Minimal qualifications include:

- The applicant must have at least three years of experience in higher education (admission/recruitment)
- Knowledge of database systems with the ability to demonstrate proficiency in Word, Excel, Publisher, and PowerPoint.
- Adequate typing skills of 65 wpm and effective oral and written communication skills are required.
- Bachelor's Degree and be willing to work evenings and weekends.

ADMINISTRATIVE ASSISTANT TO THE DIRECTOR OF ADMISSIONS

Job Summary:

The Admissions Coordinator/Assistant directly reports to the Director of Admissions and is responsible in rendering assistance in the admission of students, retention, support services in other programs and dissemination of information about the university. Admission Coordinator are expected to be able to work well

within an administrative team in an environment of constantly changing priorities. This position will act as liaison in regards to contacts, the relaying of information, communicating and scheduling in order for the Admission process running smoothly and efficiently. Perform related duties as assigned.

Qualifications

Minimal qualifications include:

- High School Diploma or GED, Associate Degree Preferred.
- Excellent organizational skills.
- Ability to communicate well and excite faculty, students, other staff and College officials.

REGISTRAR

Job Summary:

The Registrar operates and maintains the Academic Records. The Primary duties will include enrolling students into classes after eligibility has been determined by the Office of Admissions, monitoring attendance and other indicators of academic performance and reporting such data to the appropriate Shorter College administrative offices for Title IV eligibility, counseling and retention, collecting and recording student data into CAMS or such other electronic record keeping system in use by the college for purposes of state and federal government reporting requirements and institutional research and assessment efforts, keeping a record of student records and securely maintaining and issuing official student transcripts. This position also entails other responsibilities and other duties assigned.

Qualifications

Minimal qualifications include:

- A Bachelor’s degree from accredited institution; and
- A minimum of 1-2 years’ experience in administrative capacity, preferably in admissions/records at the post-secondary level.

COORDINATOR OF THE LITERACY CENTER (READING, ENGLISH AND MATH)

Job Summary:

The Literacy Center Coordinator is responsible for coordinating the college's Math, Reading and English tutoring and skills development for students. Coordinators must maintain regular and predictable attendance; Coordinate the Basic Skills center activities; Provide one-on-one and group assistance to students in all General Education subjects; Create and conduct special workshops, such as anxiety, study skills, test-taking strategies, etc.; to teach a minimum of nine hours of non-college level courses (developmental) and perform other duties as assigned.

Qualifications

Minimal qualifications include:

- Bachelor's Degree; Master's Degree Preferred
- Microsoft Office Proficiency (Word processing, spreadsheet, and typing skills--must be able to do data entry with a high degree of accuracy).
- Able to multi-task and work independently to meet goals and deadlines, and be detail oriented.

DAYCARE DIRECTOR

Job Summary:

Ensure effective operation of the childcare school as well as supervision of center staff. Manage delivery of quality early childhood education program. Hire and develop employees capable of educating infant through preschool children. Build enrollment to operate school at capacity. Establish positive and ongoing communication with parents. Implement curriculum and program philosophy; ensure facility maintenance, oversee all operational functions of the school and demonstrate knowledge of legal regulations and standards. Establish an environment of learning by ensuring proper implementation curriculum to maintain the integrity of the program. Communicate clearly, concisely and accurately with parents, staff, management and vendors to ensure effective operations at the school. Achieve and/or maintain appropriate certification and accreditation programs and efforts. Demonstrate knowledge and understanding of state/local regulations and company policies, procedures, programs and processes. Plan work schedules and supervise staff, assist in lesson planning and evaluate staff's performance. Ensure appropriate teacher-child ratios and minimum state teacher qualifications are met. Follow mandated reporting requirements. Communicate with regulatory agencies in a prompt, proactive, positive and professional manner. This position also entails other responsibilities and other duties assigned.

Qualifications:

Minimal qualifications include:

- Must meet the state mandated requirement to be Director. Refer to DHS Licensing Requirement Book.
- Must have a minimum of four program year experience in a licensed childcare
- Must be at least 21 years of age
- Must obtain (15) clock hours in early childhood education each year as approved by the Division. Documentation of training shall be maintained and available for review
- Must be able to perform, with or without reasonable accommodations, all essential functions of the job.
- Excellent customer service skills
- Able to build successful relationships and have the ability to influence people at all levels.
- Proven track record of high performance and exceptional results.
- Able to lead and manage successfully.
- Skill in planning and organizing, able to meet strict deadlines.
- Effective oral and written communication skills
- Able to define problems, and resolve them quickly and appropriately.
- Skills in efficiently handling conflict and complaints.
- Ability to work with frequent interruptions and changing priorities
- Computer literate, including proficient with Microsoft Office programs

ASSISTANT TEACHER/FLOATER

Job Summary:

The Assistant Teacher/Floater assists the lead teacher and/or teacher in a classroom. May or may not be assigned to a specific classroom, and will help in other classrooms as needed. Supervised the classes during nap and break time when the lead Teacher and Teacher are out of the classroom, helps with meals, safety and assists in maintaining a clean and orderly room and school. May be required to work with various age groups within the center. Assists the Lead Teacher in

implementing the daily program for the children, including the following: Preparation and cleanup of daily programming and activities; Curriculum and child assessments; Ensure children are taught to read and write in the English language; Helps children learn to think creatively, to solve problems independently, and respect themselves and others. Implements and follows all proper supervision techniques as required by the state licensing. Counts children on a regular basis to ensure classroom ratios are met and children are always accounted for under the teacher's supervision. Guides children in a positive manner displaying friendly, affectionate, enthusiast and caring behaviors. Supervises the classroom, according to the plans of the Lead Teacher in the absence of the Lead Teacher or Teacher. Required to attend all staff training sessions, meetings and programs sponsored by the school. This is mandatory, not optional. Helps with meal and snack preparation and feeding children. Reports suspected child abuse or neglect to local child protective agency or child abuse hotline as mandated by state law. Assists with ensuring the classroom is organized, clean and tour ready at all times. Provides exceptional customer service to the families and children we serve. This includes maintaining strict confidentiality regarding children and families. Works to prevent injuries and accidents; follows all procedures related to injuries or accidents if one should occur. This position also entails other responsibilities and other duties assigned.

Qualifications:

Minimal qualifications include:

- Must meet state licensing requirements for education and experience;
- Must meet all quality rating standards as it relates to education and experience as set forth by the state;
- High school diploma or equivalent required;
- Preferred previous work experience in a licensed childcare center;
- CDA preferred;
- CPR/First Aid certified preferred;
- Must maintain required certifications as required by the State;
- Must be able to perform, with or without reasonable accommodation, all essential functions of the job;
- Excellent customer service skills;
- Demonstrates an understanding of all current state and local regulations; and
- Must be able to communicate in the English language.

Job Summary:

Teach four (4) classes per regular semester (12 credit hours); Prepare class schedules for the Fall, Spring and Summer Sessions. Recruit, interview, and recommend instructors (faculty) to the Academic Dean for hiring; Advise students on academic matters, including class loads, class changes, registration, etc.; Evaluate students' academic progress and recommend students for graduation; Coordinate the department's curriculum and program review. Organize and conduct the department's faculty meetings and submit a copy of the minutes to the President, Academic Dean and each faculty member within the department; Serve as the advisor to the Department's Student Club(s). Serve on the College committees: Department Heads, Library, Curriculum Review, Faculty and Staff Senate, etc.; Provide academic reports, including faculty classes & class enrollment, department's student enrollment and submit the department's budget; Assist in the student recruitment and perform other duties assigned by the President or Dean. This position also entails other responsibilities and other duties assigned.

Qualifications:

Minimal qualifications include

- Must have earned Master's Degree in the appropriate field from an accredited institution with at least eighteen (18) graduate credit hours in the teaching area;
- Must have a minimum of three (3) years of teaching experience in a post-secondary institution;
- Must have at least two (2) years of supervisory experience in an educational setting;
- The graduate degree plan must be submitted to the Academic Dean's office;
- Special Requirements and Responsibilities;
- Ability to prepare class schedule;
- Ability to organize and conduct department meetings;
- Knowledge of curriculum and program review;
- Skill in the use of microcomputer;
- Ability to prepare department budget and periodic reports;
- Good interpersonal relations and good communication; and
- Ability to advise students on academic matters.

INSTRUCTORS

Teach five (5) classes of 3 hours each (15 credit hours) per fall and spring semesters; Provide class syllabus on each class to students, department chair and the Academic Dean during the first week of the class; Develop Student Learning Objectives for each class and incorporate into the class syllabus; Become proficient in the use of CAMS or such other electronic data reporting system in use by the college and submit grades, attendance and other academic data required using such system; Maintain a weekly attendance record on each student and keep record of scores on the student's tests, exams, assignments, and reports; Report student attendance and academic performance to the Registrar's Office regularly or as requested by the Administration in order to ensure compliance with Title IV eligibility and disbursement regulations; Report objective Student Learning Outcome Reports to the Academic Dean and Registrar's at the end of each class to satisfy accreditation assessment goals; Administer midterm and final examinations each semester, and submit grades to the Registrar's Office promptly; Serve on the College committees, including department committee, faculty senate, senate committees, and attend meetings of each committee; Assist in organizing and participating in the Department Student Club and the Community Advisory Committee; Provide a 2-hour office consultation period each day of the class week to assist students (this pertains to full-time faculty); The part-time faculty are required to provide one-third (1/3) of their total class hours per week as office hours to assist the students; Serve in other duties as may be assigned by the Department Chair or the Academic Dean. This position also entails other responsibilities and other duties assigned.

Qualifications:

Minimal qualifications include:

A candidate for a teaching position must have the following credentials:

- An earned Master's Degree from an accredited institution and has at least eighteen (18) graduate credit hours in the teaching area.
- Alternatively, a candidate may be considered if he/she has completed a minimum of twenty-one (21) graduate credit hours from accredited institution(s) and submitting a definite plan in the master's program within three (3) semesters.
- A minimum of eighteen graduate credits completed towards master's degree program. And must submit a definite plan to complete a graduate degree in the appropriate field within three semesters.
- At least one (1) year teaching experience in an educational setting, preferable in a post-secondary environment, such as a community college or private/public two-year college.
- An instructor who wishes to teach any courses in certificate training programs, such as AMA Certificate in Management, Child Development Associate, Computer Office Specialist, Legal Assistant Program, Microcomputer Application, and Substance Abuse Counseling, may be considered if he/she has an earned bachelor's degree plus technical training certificate, skill, and experience in the appropriate field.

Special Requirements

- Ability to teach students of diverse cultures, academically under-prepared, and economically disadvantaged.
- Available to provide individualized assistance to students who need help to understand their work or assignments.
- Communicate effectively, motivate students, and have a good rapport with them.
- Exhibit an acceptable professional attitude and appearance.
- Work cooperatively with the Department Chairperson and the Academic Dean.

FACULTY/STAFF EMPLOYMENT POLICY

The college realizes that its fundamental strength and its future growth depend directly upon the contribution made by each person within its organization, and that productivity and efficiency result from real job satisfaction and from the opportunity each person receives and accepts for his/her individual self-development.

The college's employment policy is, therefore, designed to use every reasonable means available to select the best employee for the position to be filled regardless of age, national or ethnic origin, religion, sex, sexual orientation, disability, political affiliation, or status as a disabled veteran or veteran of the Vietnam era. Furthermore, it is Shorter College's employment policy:

1. The President approves appointment / hiring of employees to Shorter College.
2. At hiring, the employee shall be notified in writing of his/her assignment, employment date, duration of the probationary period, and annual salary.
3. Shorter recognizes that orientation is important for each newly hired employee, transferred employee, or employee whose job description has been changed. The orientation will be conducted within the first month of employment.

It is the intent of Shorter College to clarify the definitions on employment classifications so those employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time, except as stated in contracts or employment agreements.

Accordingly, the right to terminate the employment relationship at will at any time is retained by both the employee and Shorter College. Each employee will belong to one of the following employment categories:

REGULAR FULL TIME

REGULAR FULL-TIME employees are those who are not in a temporary or probationary status and who are regularly scheduled to work Shorter College's full-time schedule. Generally, they are eligible for Shorter College's benefit package, subject to the terms, conditions, and limitations of each benefit program.

PART TIME

PART-TIME employees are those who are regularly scheduled to work from one to eleven hours per week. While they do receive all legally mandated benefits, such as Social Security and workers' compensation insurance, they also may be eligible for Shorter College's other benefit programs.

PROBATIONARY

PROBATIONARY employees are those whose performance is being evaluated to determine whether further employment in a specific position or with Shorter College is appropriate. Employees who satisfactorily complete the probationary period of 90 days will be notified of their new employment classification.

TEMPORARY

TEMPORARY employees are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as worker's compensation insurance and Social Security), they are ineligible for all of Shorter College's other benefit programs.

CONTRACT

CONTRACT employees have a designated contractual term of service, which normally expires at the end of the college fiscal year. Persons employed under contracts and grants and who fill full-time permanent positions may be renewed for another year. Those filling temporary positions may, upon satisfactory completion of that position, be renewed for another year. Those filling temporary positions and those employed under grants may be notified at such time as the college has confirmation that the temporary position is not being funded for the next school year. Notices of non-renewal of staff contracts shall be in writing from

the president within thirty days and will in no way affect the right of the staff employee to complete his/her term of service under the existing contract. Persons employed under contracts that are not renewed shall actually cease active employment prior to that date if they have unused vacation leave since the college does not make cash payment for unused vacation leave not taken prior to termination of employment with the college.

EMPLOYMENT AGREEMENT

Persons employed under an employment agreement but do not have a designated contractual term of service and may be given notice of discontinuance of the employment agreement by the college at any time during the school year. Notices of discontinuance of employment agreement shall be in writing from the president and employees receiving such notices shall be guaranteed no less than two full weeks of continued employment with the college following the date of notification, unless reasons for discontinuance calls for immediate termination.

Persons employed under Employment Agreements who receive two-weeks advance notice of discontinuance of employment may also cease active employment prior to the effective date of discontinuance of employment if they have unused vacation leave for the same reason indicated above for Contract Employees.

FACULTY EMPLOYMENT

The president approves all faculty appointments upon recommendation of the Chief Academic officer (Dean of Academic Affairs). The academic dean recommends the appropriate position and salary for the candidate to the president. If the president approves the candidate, the Dean of Academic Affairs may send the candidate a notification of appointment and a written contract. The contract shall state the salary, period for employment and other conditions relating to employment. The terms for the contract are considered accepted when the candidate or faculty member signs and returns the contract within two weeks of receiving it to the Dean of Academic Affairs for placement in the faculty member's personnel records.

All applicants for employment shall be submitted in writing supplemented by a personal interview. All instructional staff shall submit complete transcripts, resumes, and other pertinent information that may be requested.

Full-time faculty members are appointed for a period of one academic year for 9 months or 12 months. Initially, persons seeking employment are invited to the college for an interview with the Dean of Academic Affairs, Department Chairperson, and President of the college. Faculty members shall be employed without regard to national or ethnic origin, religion, sex, sexual preference, age or physical handicap, in compliance with equal employment opportunity principles. Primarily, a person's competency, the college's need, the person's character, and the conduciveness of his/her philosophy with the mission, goals, and objectives of the college will be the major consideration for appointment to the faculty.

REAPPOINTMENT/CONTRACT

The faculty members shall acknowledge the acceptance of their reappointment by signing and returning their contract within the stipulated time. If faculty members do not plan to accept and honor the contract, they shall inform the president in writing within a reasonable time stated by the President in the offer of employment 15-day period. The contract may be terminated at any time by either party's failure to fulfill the terms of the contract.

ADMINISTRATIVE AND SECRETARIAL STAFF

The responsibility for employing administrative and secretarial staff members shall rest with the president upon recommendation from department or division head. The personal interview, written application, and an applicable standardized clerical test shall be required of all secretarial applicants.

MAINTENANCE AND OTHER STAFF

The responsibility for hiring maintenance and other staff shall rest with the president or his/her designee.

PERSONNEL PROCEDURES, ADMINISTRATIVE POLICIES AND PROCEDURES

ACCESS TO PERSONNEL FILES

Shorter College maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other pertinent records.

Personnel files are the property of Shorter College, and access to the information they contain is restricted. Generally, only supervisors and management personnel of Shorter College who have a legitimate reason to review information in a file are allowed to do so.

Employees who wish to review their own file should contact the Human Resources (or designated office responsible). With reasonable advance notice, employees may review their own personnel files in the presence of the Human Resource Office (or designated office responsible).

EMPLOYMENT REFERENCE CHECKS

To ensure that individuals who join Shorter College are well qualified and have a strong potential to be productive and successful, it is the policy of Shorter College to check the employment references of all applicants.

Human Resources will respond to request for references. Responses to such inquiries will confirm only dates of employment, and position(s) held. No employment data will be released without a written authorization and released signed by the individual who is the subject of the inquiry.

Request for wages will be provided to financial institutions with written permission from the employee.

PERSONNEL DATA CHANGES

At the beginning of each semester each employee will complete a personnel data form to indicate any changes in their Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishment, and other such status reports should be accurate and current at all times.

PROBATIONARY PERIOD

The introductory period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Shorter College uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or Shorter College may end the employment relationship at any time during or after the introductory period, with or without cause or advance notice. All newly rehired employees are placed on an introductory work basis for the first 6 months after their date of hire. Any absence of 5 days or more (within this introductory period) may extend an introductory period by the length of the absence or terminate employment. Upon satisfactory completion of the introductory period, employees enter the “regular” employment classification.

During the introductory period, new employees are eligible for those benefits that are required by law, such as workers' compensation insurance and Social Security. After becoming regular employees, they may also be eligible for other Shorter College provided benefits, subject to the terms and conditions of each benefits program. Employees should read the information for each specific benefits program for the details on eligibility requirements.

EMPLOYMENT APPLICATIONS

Shorter College relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in Shorter College's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

PERFORMANCE EVALUATION

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. A formal written performance evaluation will be conducted at the end of an employee's initial period of hire, known as the probationary period. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

Faculty evaluation will be conducted annually using the following criteria:

1. Effectiveness in working with students.
2. Preparedness in class presentations.
3. Effective teaching skills.
4. General accountability.
5. Professional ethics.

The students and the Dean of Academic Affairs will do faculty evaluations.

The performance of all employees is generally evaluated according to an ongoing 9 to 12 month cycle, beginning at the academic year-end.

TERMINATION OF SERVICE/RELEASE

RESIGNATION

A faculty member shall indicate his/her decision to resign by writing a two-week notice letter to the president, with copies to the Dean of Academic Affairs, and the appropriate department chairperson. The president shall acknowledge the faculty member's letter of resignation within a 15-day period and shall send copies of the acknowledgment to the Dean of Academic Affairs and the department chairperson.

RELEASE

The term "Release" refers to termination of employment by the college for reasons beyond the control of the employee and bears no relation to the employee job performance or conduct. Should the college be unable to continue a full-time employee (who had rendered satisfactory service) in his/her current position, because of budget cuts, reorganization, or discontinuance or curtailment of a department, division or area of service and is unable to offer some other mutually satisfactory assignment; the employee shall be released. Notification of release shall be given to the employee in writing, by the president, thirty (30) days in advance of the date of separation for the professional and faculty staff, and fifteen (15) days for support staff. Vacation credit shall be allowed and this shall be given in days prior to the actual date of separation since the college does not make cash payment for unused vacation leave not taken prior to termination of employment with the college.

DISMISSAL FOR CAUSE

Faculty or staff persons may be dismissed for cause when it is determined that it is in the best interest of the institution based upon the employee's performance or other factors that negatively affect the institution, provided that the reason for release is not a pretext for discrimination based upon age, race, sex, religion, national origin or other reasons prohibited law. A statement of reasons for release shall precede the dismissal. An employee dismissed for cause shall have the right to appeal and to receive due process.

RETIREMENT

Retirement is voluntary employment termination initiated by the employee meeting normal retirement age or length of service. Although the normal retirement age at Shorter College continues to be 65, the college recognizes that retirement may not be mandated.

A faculty member who wishes to retire should obtain approval of the department chair and the Dean of Academic Affairs to the President in writing by March 1 of the year in which retirement is planned.

EMPLOYEE LEAVE POLICY

ABSENT FROM DUTY

Effective work demands the presence of faculty members as officially scheduled. For this reason, prompt and regular attendance of all classes, meetings, and other officially scheduled activities is expected of all faculty members. Attendance at outside meetings as a representative of the college, attendance at professional meetings as provided for, and all other leaves listed in this manual shall be the official reasons for absence from duty. Absence from duty not covered by these provisions may result in a corresponding loss in salary and constitute a breach of contract.

STUDY AND RESEARCH LEAVE

Leaves of absence may be granted to a faculty member to permit him/her to pursue advanced study or to carry on research in areas related to present or anticipated service to the college. The approval of research leave is at the discretion of the President and Administration.

MILITARY LEAVE

Military leave, not to exceed 15 days without loss of pay, may be granted a faculty member who presents evidence of his/her orders to serve in the National Guard, Armed Forces Reserves, or active military duty. Vacation, sick leave, and holiday benefits will continue to accrue during a military leave of absence.

SABBATICAL LEAVE

The purpose of sabbatical leave shall be to enable a faculty member to engage in study and /or research in his chosen field. A faculty member shall take a leave of absence with the understanding that he/she shall return for service to the college at least two full years. Failure to return obligates the faculty member to reimburse the college for all funds advanced, plus the amount of interest the money would have generated during the leave of absence. The maximum length of a sabbatical leave shall be for nine months.

Paid sabbatical leave may be granted only within the limits of available financial resources acquired through grants, foundations and other sources. Unpaid sabbatical leave may also be granted as an opportunity for faculty and staff to engage in research, if financial assistance is not available. The salary for a faculty member (if granted) on sabbatical leave shall be his/her salary at the time the leave is officially granted. The faculty member shall receive three-fourths salary for one semester or one half salaries for nine months.

A faculty member may be granted sabbatical leave upon the recommendation of his/her departmental/divisional chairperson and the academic dean and with approval of the president.

All sabbatical leaves, whether paid or unpaid, must be recommended by the President of the College, subject to approval by the Shorter College Board of Trustees. A faculty member shall serve seven years before he/she is eligible to apply for sabbatical leave.

SICK LEAVE

Eligible employees may use sick leave benefits for an absence due to their own illness or injury or that of a family member.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their work day if possible. The direct supervisor must also be contacted on each additional day of absence.

If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement may be provided verifying the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences, as well as, may be required as a condition to receiving sick leave benefits.

Before returning to work from an extended sick leave absence, an employee must provide a physician's verification that he or she may safely return to work.

Sick leave will be calculated at the rate of **one (1) day per month based on the employee's base pay rate and FTE status** at the time of the absence and will not include any special forms of compensation, such as incentives, commissions, or bonuses. Sick leave accrual begins on the first of the month of employment, however employees may not use sick leave until after the completion of the 90-day probationary period.

Unused sick leave is cumulative and will carry over each year. The following maximum balances exist and may not be exceeded or accumulated:

<u>Classification</u>	<u>Maximum Balance Allowed</u>
9 Month Employees	27 Days or 216 hours
12 Month Employees	36 Days or 288 hours

Accrual Example

A .5 FTE employee who works 4 hours per day accrues 4 hours per month of sick leave.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury and may not be used for any other absence. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment. Sick leave may not be used to extend time before termination of employment.

Vacation Time

Vacation time off with pay is available to eligible 12-month employees only, to provide opportunities for rest, relaxation, and personal pursuits.

Paid vacation time can only be used in minimum increments of a half day. To take annual leave, employees should request advance approval from their supervisor. Requests will be reviewed based on a number of factors, including business needs and staffing requirements. Vacation leave is paid at the employee’s base pay rate and FTE status at the time of the leave request. It does not include overtime or any special forms of compensation such as bonuses.

Vacation time accrual starts at the first month of employment, however employees are not eligible to use vacation time until after they have completed their 90-day probationary period.

Vacation time is granted according to the following accrual schedule based on years of service:

<u>Years of Service</u>	<u>Monthly Accrual</u>
0 up to 5 Years	1 day or 8 hours (12 days or 96 hours per year)
5 up to 10 Years	1.333 days or 10.664 hours (16 days or 128 hours per year)
10+ years	1.666 days or 13.328 hours (20 days or 160 hours per year)

Accrual Example

A .5 FTE employee who works 4 hours per day or 20 hours per week, with 3 years of service, accrues 4 hours per month.

Unused vacation time is cumulative and will carry over each year. Unused and accrued vacation time will be paid to terminated employees who leave in good standing, in their final paycheck. Employees who are terminated for gross misconduct are not eligible to receive unused vacation time. Vacation time may not be used to extend time before termination of employment.

BIRTHDAY LEAVE

- The birthday PTO must be taken in the month of your birth. If for scheduling reasons this is not possible, your manager may approve for you to take the day off in another month.
- Anyone with a birthday in January who was not aware of this benefit may take a day off in February, with the same manager approval.
- The day must be scheduled in advance and approved by your manager before it can be taken.
- If you choose to not take the day off, it does not roll over to the next year.
- It is the responsibility of the employee to request the day off.
- Like other PTO days, this day off does not count toward overtime hours.

HOLIDAYS

Shorter College will grant holiday time off to all employees on the holidays listed below:

- New Year's Day (January 1)
- Martin Luther King, Jr. Day (third Monday in January)
- Good Friday (Friday before Easter) – At discretion of administration
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Thanksgiving Day (fourth Thursday in November)
- Christmas Break *
- Day after Thanksgiving
- Christmas Eve (December 24)

- Christmas Day (December 25)
- New Year's Eve (December 31)
- Spring week following midterm exam*

*Subjects to the needs of the institution.

Shorter College will grant paid holiday time off to all eligible employees immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Eligible employee classifications:

- Regular full-time employees
- Probationary employees.

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.

Paid time off for holidays will not be counted as hours worked for the purposes of determining overtime.

JURY DUTY

Shorter College encourages employees to fulfill their civic responsibilities by serving jury duty when required. A faculty or staff member who submits notification for jury duty may be granted leave to fulfill this citizenship and community duty, without loss of pay.

Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Employee classifications that qualify for paid jury duty leaves are:

- Regular full-time employees
- Introductory employees

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either Shorter College or the employee may request an excuse from jury duty if, in Shorter College's judgment, the employee's absence would create serious operational difficulties.

Shorter College will continue to provide health insurance benefits for the full term of the jury duty absence.

Vacation, sick leave, and holiday benefits will continue to accrue during unpaid jury duty.

BEREAVEMENT LEAVE

Employees who wish to take time off due to the death of an immediate family member should notify their supervisor immediately.

Up to five days of paid bereavement leave will be provided to eligible employees in the following classifications:

- Regular full-time employees
- Introductory employees

Bereavement pay is calculated based on the base pay rate at the time of absence. Approval of bereavement leave will occur in the absence of unusual operating requirements. Employees may, with their supervisors' approval, use any available paid leave for additional time off as necessary. Additionally, the President may at his or her discretion, make exception(s) where written requests are made for bereavement leave of those not meeting the definition of immediate family, but who fulfill the role, i.e. an aunt who takes on the role of mother or a foster child.

Shorter College defines "immediate family" as the employee's spouse, parent, child, sibling; the employee's spouse's parent, child, or sibling; the employee's child's spouse; grandparents or grandchildren.

SHORT-TERM AND LONG-TERM DISABILITY

Short-term Disability

Eligible employees who exhaust their paid time off benefits and are not able to work due to medical reasons are eligible for Short-term Disability according to the following terms:

Weekly Benefits: 60% of weekly earnings

Payment Frequency: Weekly

Maximum Weekly Benefit: \$1,000

Maximum Benefit Period: 13 Weeks

Elimination Period: Seven (7) days. Sick time and Vacation time can be used during this period

Long-term Disability

Eligible employees who are not able to return to work following the end of the 13-week Short-term Disability period may be eligible for Long-term Disability according to the following terms:

Payment Frequency: Monthly

Maximum benefit: \$5,000

Elimination Period: 90 consecutive days (begins the first day of disability)

Maximum Benefit Period:

We will not pay benefits beyond the Maximum Benefit Period stated below, based on your age on the day the period of disability started.

Social Security a Normal Retirement Age duration (SSNRA)

For a Disability which begins before you reach age 60, the Maximum Benefit Period will be until the Social Security Normal Retirement Age (SSNRA) as shown in the following table:

<u>Year of Birth</u>	<u>*Social Security Normal Retirement Age</u>
Before 1938	65 years
1938	65 years and 2 months
1939	65 years and 4 months
1940	65 years and 6 months
1941	65 years and 8 months
1942	65 years and 10 months
1943-1954	66 years
1955	66 years and 2 months
1956	66 years and 4 months
1957	66 years and 6 months
1958	66 years and 8 months
1959	66 years and 10 months
1960 and after	67 years

*Age at which you are entitled to unreduced Social Security benefits based on the Social Security Amendments of 1983.

For a Disability which starts on or after you reach age 60, the Maximum Benefit Period will be determined according to the following table:

Your Age When Disability Begins

Maximum Benefit Period

Less than age 60	To Social Security Normal Retirement Age (SSNRA)*
Age 60	60 months or to SSNRA*, whichever is greater
Age 61	48 months or to SSNRA*, whichever is greater
Age 62	42 months or to SSNRA*, whichever is greater
Age 63	36 months or to SSNRA*, whichever is greater
Age 64	30 months or to SSNRA*, whichever is greater
Age 65	24 months
Age 66	21 months
Age 67	18 months
Age 68	15 months
Age 69 and over	12 months

REGULAR OCCUPATION PERIOD:

24 months

TOTAL BENEFIT CAP: If you are eligible to receive payments under the Policy in addition to your monthly payment, the total benefit payable to you on a monthly basis (including all benefits provided under the Policy) will not exceed 100 % of Your Monthly Earnings.

However, if you are participating in a Rehabilitation Plan, the total benefit payable to you on a monthly basis (including all benefits provided under this Policy) will not exceed 110% of your monthly earnings.

The above items are only highlights of your coverage. For a full description of your coverage, including any additional benefits, exclusions or limitations that may apply, continue reading Your Certificate of Coverage.

FAMILY LEAVE

Shorter College provides family leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; or to care for a child, spouse, or parent with a serious health condition. A serious health condition mean an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a health care provider.

Employees in the following employment classifications are eligible to request family leave as described in this policy:

- Regular full-time employees
- Introductory employees

Eligible employees may request family leave only after having completed 365 calendar days of service. Eligible employees should make requests for family leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

Employees requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider's statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Eligible employees may request up to a maximum of 12 weeks of family leave within any 12-month period. Any combination of family leave and medical leave may not exceed this maximum limit. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 30 calendar days. Employees will be required to first use any accrued paid leave time before taking unpaid family leave. Married employee couples may be restricted to a combined total of 12 weeks leave within any 12-month period for childbirth, adoption, or placement of a foster child; or to care for a parent with a serious health condition.

Subject to the terms, conditions, and limitations of the applicable plans, Shorter College may provide health insurance benefits until the end of the month in which the approved family leaves begins. At that time, employees will become responsible for the full costs of these benefits if they wish coverage to continue. When the employee returns from family leave, Shorter College will again provide benefits according to the applicable plans.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during leave and will resume upon return to active employment.

So that an employee's return to work can be properly scheduled, an employee on family leave is requested to provide Shorter College with at least two weeks advance notice of the date the employee intends to return to work. When a family-leave ends, the employee will be reinstated to the same position if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to report to work promptly at the end of the approved leave period, Shorter College will assume that the employee has resigned.

PREGNANCY-RELATED ABSENCES

Shorter College will not discriminate against any employee who requests an excused absence for medical disabilities associated with pregnancy. Such leave requests will be evaluated according to the family leave policy provisions outlined in this handbook and all applicable federal and state laws.

Requests for time off associated with pregnancy and/or childbirth, such as bonding and childcare, not related to medical disabilities for those conditions will be considered in the same manner as other requests for unpaid family leave.

DAILY WORK POLICIES AND PRACTICES

DRUG-FREE WORKPLACE POLICY

Shorter College will provide a safe and drug-free work environment for students, faculty and staff. With this goal in mind the following policy is being established for existing and future employees of all classifications (this includes, regular, temporary, contractors, adjunct and consultants).

Shorter College explicitly prohibits:

- The use, possession, solicitation, or sale of narcotics or other illegal drugs, alcohol, or prescription medication without a prescription, on campus or anywhere while performing an assignment.
- Being impaired or under the influence of legal or illegal drugs or alcohol, if the impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the reputation of Shorter College.
- Possession, use, solicitation, or sale of legal or illegal drugs or alcohol away from the campus, if such activity or involvement adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the reputation of Shorter College.

- The presence of any detectable amount of prohibited substances in the employee's system while at work, or while on company business. "Prohibited substances" include illegal drugs, alcohol, or prescription drugs not taken in accordance with a prescription given to the employee.

Shorter College will conduct drug and/or alcohol testing under any of the following circumstances:

- **RANDOM TESTING:** Employees may be selected at random for drug and/or alcohol testing at any interval determined by Shorter College.
- **FOR-CAUSE TESTING:** The college may ask an employee to submit to a drug and/or alcohol test at any time it feels that the employee may be under the influence of drugs or alcohol, including, but not limited to, the following circumstances: evidence of drugs or alcohol on or about the employee's person or in the employee's vicinity, unusual conduct on the employee's part that suggests impairment or influence of drugs or alcohol, negative performance patterns, or excessive and unexplained absenteeism or tardiness.
- **POST-ACCIDENT TESTING:** Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way.
- If an employee is tested for drugs or alcohol outside of the employment context and the results indicate a violation of this policy, or if an employee refuses a request to submit to testing under this policy, the employee may be subject to appropriate disciplinary action, up to and possibly including termination of employment. In such a case, the employee will be given an opportunity to explain the circumstances prior to any final employment action becoming effective.

Pre-employment Drug Testing

Pre-employment drug testing will be required of all candidates after the initial job offer is made. Shorter College is responsible for the cost of the drug test and selects the testing laboratory to be used. All job offers are contingent upon the satisfactory completion and result of the drug test and the candidate may not start until a satisfactory result is received from the laboratory. Human Resources will inform candidates of the drug testing process and location of the laboratory. Candidates are required to submit for testing within 24 hours of the job offer. Failure to submit for testing within the 24 hour timeframe will result in the job offer being rescinded. Candidates who test positive may re-apply after 12 months.

Employee Acknowledgement of Policy

All active employees will be required to sign and acknowledge the Drug-Free Workplace policy. Failure to sign and acknowledge the policy is grounds for discharge. A copy of the acknowledgement will be kept in the employee personnel file.

Consequence for a Positive Drug Test

Testing positive for drugs or alcohol will result in immediate termination of employment. Employees who voluntarily inform the college of a substance addiction will be allowed an opportunity to undergo rehabilitation and may return to work under probationary conditions, including submitting to regular and random testing. A positive drug test during the probationary period will result in immediate termination.

Employees are required to submit for drug testing in accordance with the terms of this policy. Refusing to submit for drug testing will result in immediate termination.

SMOKING

In keeping with Shorter College's intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace. This policy applies equally to all employees, students, and visitors.

REST AND MEAL PERIODS

Each workday, hourly, full-time employees are provided with two rest periods of 15 minutes in length. To the extent possible, rest periods will be provided in the middle of work periods. Since this time is counted and paid as time worked, employees must not be absent from their workstations beyond the allotted rest period time.

All full-time support employees are provided with one meal period each workday. Employees will be relieved of all active restrictions and responsibilities during meal periods and will not be compensated for that time.

USE OF EQUIPMENT AND VEHICLES

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

EMERGENCY CLOSING

At times, emergencies such as severe weather, fires, power failures, or earthquakes, can disrupt company operations. In extreme cases, these circumstances may require the closing of a work facility. In the event that such an emergency occurs during non-working hours, local radio and/or television stations will be asked to broadcast notification of closing.

When operations are officially closed due to emergency conditions, the time off from scheduled work will be paid.

PAYDAY

All employees are paid monthly on the 15th and last day of the month. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

ADMINISTRATIVE PAY CORRECTIONS

Shorter College takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the Payroll Department so that corrections can be made as quickly as possible.

PAY DEDUCTIONS AND SETOFFS

The law requires that Shorter College make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes. Shorter College also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base." Shorter College matches the amount of Social Security and Medicare taxes paid by each employee. Payroll deductions are available as requested by employees at the beginning of the year. The college will house payroll deduction requests for employees at the beginning of the year.

Pay setoffs are pay deductions taken by Shorter College, usually to help pay off a debt or obligation to Shorter College or others. If you have questions concerning why deductions were made from your paycheck or how they were calculated, the Director of Fiscal Affairs can assist in having your questions answered.

Tracking for Annual Review Modifications, Revisions and Deletions

*All assessments and reviews of institutional core publications are performed once each year.
All modifications are reviewed and approved by the Board.*

2018-2019 Annual Review of Human Resources Manual

Overview of Changes	<ul style="list-style-type: none">• Updated the organizational chart to reflect approved organizational changes• Added Birthday Leave Policy*• Added Short-term and Long-term Disability Policies* <p>(*) Denotes new or revised policy for board approval.</p>
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