
TITLE: APPOINTMENT AND COMPENSATION OF ADJUNCT FACULTY AND NON-TEACHING PERSONNEL

POLICY NO: 3-26

EFFECTIVE DATE: 12/01/93

VCCS POLICY NO: [3.0.5](#), [3.1](#), [3.2](#), [3.4](#), [3.7](#), [3.8](#)

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I. Purpose:

To provide policy for the appointment and compensation of adjunct faculty who teach credit and non-credit courses; and to identify the appropriate methods of compensation for the performance of temporary professional academic and/or administrative services, and one-time fee payment appointments.

II. Definitions:

Adjunct contract: a document which describes all terms and conditions for hiring part-time instructors for teaching duties and responsibilities and which is used to compensate individuals for part-time teaching assignments.

Adjunct pay rate: the entry-level credit rate or per class/workshop rate to be paid to an adjunct faculty member.

“Competitiveness in Field” adjustment: a supplemental salary amount used to provide incentive to new adjunct faculty and/or current adjunct faculty.

Hiring manager: the cost center manager for an administrative or academic unit.

Non-teaching personnel: an individual (non-full-time VCCS employee) hired to perform a non-teaching work assignment where the principal work is not performed on the college’s premises, daily oversight of the work is not required, college supplies and equipment are not utilized, and work assignment results in the submission of a quantifiable and verifiable end-product, (e.g., course development under \$5,000); or, an individual (non-full-time VCCS employee) hired to perform a one-time service or activity (e.g., speaker, PDO instructor or facilitator, or consultant work under \$5,000).

Occupational experience: previous work experience in business, government, industry, and the professions and which is required of faculty teaching in the occupational/technical fields related to the subjects they are teaching.

Original appointment: the first-time hire of an adjunct faculty member at the college.

Promotion: an upward change in rank based on the guidelines set forth in the VCCS-29, Normal Minimum Criteria for Each Faculty Rank, of the *VCCS Policy Manual*.

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Rehires: prior employees separated from college employment for eighteen (18) months or longer.

Return-to-campus payment: a one-time payment for the semester that is paid for teaching at least one course that meets face-to-face on multiple days of the week during the semester.

Stipend agreement: a VCCS form to document the hiring and the assignment of work or a project to a full-time VCCS administrator or professional faculty from another VCCS school to perform duties at Reynolds. Additionally, the home college will provide payment to the faculty member, and the home college will request reimbursement from Reynolds via the invoice process.

Teaching equivalent activities: instructional-related activities, such as instructional assistance, team teaching, and non-traditional instructional delivery systems, which are performed by full-time or part-time faculty who teach credit courses, which are converted to "teaching credit" for the purpose of computing a faculty member's total teaching load.

Wage/hourly employment process: the process used to hire part-time hourly workers for non-teaching work assignments, which are fully detailed and assigned to role titles, pay bands, and hourly rates as provided in the Department of Human Resource Management's compensation program. Regardless of the level of work, all wage/hourly positions are categorized as non-exempt under the Fair Labor Standards Act (FLSA) and are eligible for overtime pay.

III. Policy:

To ensure quality teaching and learning, the college must be able to attract and retain well-qualified adjunct faculty. It is the policy of the college to ensure that equally qualified adjunct faculty receive equitable rates of compensation. At the same time, the college shall offer pay rates that are competitive with other educational institutions and organizations while following clearly defined procedures.

A. Adjunct faculty teaching credit courses

1. Original appointments and rehires of adjunct faculty shall be conducted by the hiring manager in accordance with VCCS Faculty Qualifications Requirements (*VCCS Policy Manual*, Section 3.2; VCCS-29; and the VCCS-10) in order to determine appropriate rank and pay rates.
2. The hiring manager shall also determine the adjunct pay rate by using the JSRCC Adjunct Faculty Pay Calculator for New Hires. Adjunct rates, determined by the hiring manager, shall be in compliance with the VCCS Adjunct Faculty Rates (VCCS-18), which is published annually.
3. At the time of appointment or rehire, the hiring manager shall evaluate adjunct faculty credentials according to the respective Standard established by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) *The Principles of Accreditation: Foundations for Quality*

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Enhancement. Faculty credentials, which do not specifically meet the guidelines stated by SACSCOC, shall be justified by the completion of the [JSRCC Form No. 35-0004](#), Faculty Course Outcomes and Credentials Mapping.

4. The hiring manager shall be responsible for the accurate completion of [JSRCC Form No. 35-0004](#), Faculty Course Outcomes and Credentials Mapping. The hiring manager must review and obtain the approval of the justification provided on the form from the vice president of academic affairs and the executive vice president. In the case of student affairs adjunct faculty, the vice president of student affairs must review and obtain the approval of the justification provided on the form from the executive vice president. As directed, all parties must sign the original version of the Faculty Course Outcomes and Credentials Mapping.
5. All completed Faculty Course Outcomes and Credentials Mapping forms shall be submitted to the college president for review and approval.
6. In order to comply with the Affordable Care Act and to ensure that adjunct faculty do not exceed 80% of a full-time teaching load, the VCCS has established a maximum teaching load for adjunct faculty in the form of two options:
 - a. One Semester Adjunct Contracts – may consist of a maximum of eight (8) credit hours in summer semester, and twelve (12) credit hours each in fall and spring semesters, effective Fall 2014. Under no circumstances shall an adjunct faculty member be allowed to exceed these maximum credit hours in any semester. These maximum credit hours apply to the total from all courses taught for credit at any community college in the VCCS.
 - b. Two Semester Adjunct Contracts – a single contract to teach the fall and spring semesters for an academic year, with a maximum of fifteen (15) credit hours in either semester, not to exceed a total of twenty-four (24) for the combined fall and spring semesters. This is a binding contract across semesters which creates a financial obligation to pay the adjunct faculty member a guaranteed teaching load for both semesters. Summer teaching is restricted to a maximum of eight (8) credit hours and is not included in the two semester adjunct contract. Adjunct faculty granted the two semester contract may not obtain employment at other community colleges within the VCCS. Advance approval is required from the Vice President of Academic Affairs in order to execute the two semester adjunct contract.
7. In addition to the established adjunct faculty rate, the hiring manager shall consider an alternative and/or supplemental adjunct rate under the following terms or conditions:
 - a. Rates for different disciplines: The same adjunct faculty member may be paid a different rate based upon the credentials required to teach a

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particular course in another discipline.

- b. "Competitiveness in Field" adjustment: The hiring manager may recommend to the vice president of academic affairs/vice president of student affairs a competitive salary increment to the routine salary established for initial employment of an adjunct faculty member. The competitive salary increment shall provide incentive to attract faculty possessing special expertise in the teaching field or under circumstances in which a highly competitive atmosphere might put the college at a disadvantage in attracting adjunct faculty.

With appropriate supporting documentation, the vice president of academic affairs, vice president of student affairs, associate vice president of human resources, and vice president of finance and administration have the authority to approve such salary increments for adjunct faculty. The use of "competitiveness in field" shall not be used to compete with colleges within the Virginia Community College System.

- c. Rate increases
 - (1) Based on budget availability, the college shall consider annual supplemental across-the-board rate increases for all adjunct faculty.
 - (2) Based on budget availability, adjunct faculty who have qualified for an upward movement in rank (promotion) may submit a request in writing to his/her dean for increased compensation (increase in adjunct pay rate). The Promotions/Rate Increase Calculator shall be used to calculate the increased adjunct rate of pay.

Per [VCCS Policy 3.7.0.1.1](#), no more than one year of related occupational or teaching experience may be credited in a single twelve-month period. Additionally, no more than one year of experience may be given for a combination of teaching and related occupational experience in the same year.

Promotion requests are considered each semester—including summer—by the college and must be submitted to the adjunct faculty member's dean no later than thirty (30) business days prior to the start of the semester in which the increase is to be effective. Upon approval of the hiring manager, the Office of Academic Affairs, and the Office of Human Resources, the new adjunct pay rate becomes effective on the first day of the semester for which the new pay rate is approved.

- (3) Based on budget availability, adjunct faculty who have not qualified for an upward movement in rank (promotion), but who have

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accumulated additional teaching experience (thirty [30] or more teaching credit hours) at any accredited postsecondary institution may submit a request in writing to his/her dean for increased compensation (increase in adjunct pay rate).

Per VCCS Policy 3.7.0.1.1, no more than one year of teaching experience may be credited in a single twelve-month period.

Such requests are considered each semester by the college and must be submitted to the adjunct faculty member's dean no later than thirty (30) business days prior to the start of the semester in which the increase is to be effective. The Promotions/Rate Increase Calculator shall be used to calculate the increased adjunct rate of pay.

Upon approval of the hiring manager, the Office of Academic Affairs, and the Office of Human Resources, the new adjunct pay rate becomes effective on the first day of the semester for which the new pay rate is approved.

- (4) Said increases provided above shall be in addition to the annual VCCS adjunct faculty rate increases.

8. Return-to-Campus payments

Pending available college funds, as determined by the college president, an adjunct faculty member who teaches at least one course that meets face-to-face on multiple days of the week during any one semester shall qualify to receive a one-time return-to-campus payment for that semester. The college shall make this return-to-campus payment only once during the semester, even if the adjunct faculty member is teaching more than one course on multiple days of the week. The decision regarding available college funds for this compensation shall be determined by June 30 annually for the upcoming academic year and shall be communicated to the college's faculty on or before the start of the fall semester.

9. Authorized documents

The Agreement for Part-Time Faculty Appointment shall be the only document used to request payment for professional teaching services or teaching equivalent activities.

10. Proration

Generally, there shall be no proration of faculty teaching loads due to low enrollment. As a guideline, course sections with enrollment equal to or exceeding 75% of the respective funding ratio shall not be cancelled, and the instructor shall

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be compensated for the full equivalent teaching load associated with that course as prescribed above. Academic deans may run classes whose enrollment is less than 75% of the funding ratio, compensating the instructor for the full equivalent teaching load, with the written consent of the vice president of academic affairs. Otherwise, course sections with enrollment less than 75% of the funding ratio shall be cancelled. For the purposes of achieving required instructional efficiencies, academic deans may cancel classes whose enrollment is more than 75% of the funding ratio, with the written consent of the vice president of academic affairs. Decisions regarding cancellation of Student Development (SDV) courses are the responsibility of the vice president of student affairs.

11. Cooperative education/internships, supervised or independent study, and clinical courses

The teaching load for cooperative education/internships, supervised or independent study, and clinical courses may be pro-rated based on enrollment, at the discretion of the academic deans, and with the concurrence of the faculty member. Such decisions must be reached no later than the last day to drop with a refund. The academic deans shall be responsible for determining final teaching load adjustments. Teaching load adjustments associated with proration of Student Development (SDV) courses offered as cooperative education/internships, supervised or independent study, or clinical courses are the responsibility of the vice president of student affairs.

B. Adjunct faculty teaching non-credit courses

1. Original appointments and rehires of adjunct faculty shall be conducted by the assistant vice presidents of workforce development and approved by the vice president of workforce development and credential attainment, in accordance with [VCCS Policy 3.2.2](#) and procedures outlined below.
2. The vice president of workforce development and credential attainment shall establish the rate of pay for adjunct faculty who teach non-credit courses and workshops using one of the following guidelines:
 - a. a percentage of net course revenue
 - b. the market rate
 - c. an established class/workshop rate
3. The Temporary Part-Time Faculty Appointment Agreement shall be the only document used to request payment for professional teaching services within Community College Workforce Alliance (CCWA).

C. Twelve-month administrative and professional faculty and exempt classified employees (those who do not complete timesheets) teaching credit courses for extra pay

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1. Twelve-month administrative and professional faculty or any qualified exempt classified employee may earn extra pay for teaching up to and including nine (9) credit hours per fiscal year within the VCCS, for teaching assignments assigned beyond those that are required as part of their regular job responsibilities and documented in their individual [JSRCC Form No. 36-3002](#), Position Description form or [JSRCC Form No. 35-0500](#), Employee Work Profile (EWP).
2. Extra pay for twelve-month administrative and professional faculty for the above teaching assignment(s) shall be at the rate of the faculty member's equivalent 9-month salary multiplied by .015 for each credit hour.
3. Extra pay for exempt classified employees shall be determined by the evaluation of the exempt classified employee's adjunct faculty credentials according to the VCCS Faculty Qualifications Requirements (*VCCS Policy Manual*, Section 3.2; VCCS-29; and the VCCS-10), and the respective Standard established by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) *The Principles of Accreditation: Foundations for Quality Enhancement*.
4. Faculty-rank staff and exempt classified employees must obtain prior written approval from their immediate supervisor before accepting or performing credit teaching or non-credit teaching assignments for extra pay. This written approval should be submitted to the Office of Human Resources with the teaching contract. Each semester, the Office Human Resources shall provide a report of such activity to the president and the executive vice president.
5. Courses taught for extra pay must be scheduled outside the normal working hours or the faculty member or exempt classified employee shall be required to use accrued leave. Office hours, for the purpose of working with students on their individual academic and occupational issues or problems, must also be held outside the normal working hours and/or by using appropriate leave time.
6. Administrators responsible for determining teaching loads and/or securing faculty to teach credit or non-credit courses (e.g., coordinators, directors, deans, associate vice presidents, vice presidents, etc.) shall not be assigned a course for extra pay until all full-time teaching faculty in a discipline are given an opportunity to accept a teaching assignment for extra pay. Additionally, such administrators shall not be assigned a course for extra pay until all eligible and qualified full-time administrative, professional, and exempt classified staff are given an opportunity to accept a teaching assignment for extra pay. Documentation of above actions must be attached to the "extra pay" faculty contract prior to submitting to the Office of Human Resources.
7. Non-exempt classified employees (those who complete timesheets) may not teach credit courses at the college for extra pay. Exceptions to this policy shall be handled on a case-by-case basis and must be approved by the immediate

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supervisor, academic dean, vice president of academic affairs, associate vice president of human resources, executive vice president, and college president.

8. Should an exception be granted, the courses taught for extra pay must be scheduled outside the normal working hours or the non-exempt classified employee shall be required to use accrued leave. Office hours, for the purpose of working with students on their individual academic and occupational issues or problems, must also be held outside the normal working hours and/or by using appropriate leave time.
 9. Extra pay for non-exempt classified employees who are granted an exception to teach credit courses shall be compensated at a “blended” overtime rate in compliance with Department of Labor regulations. The blended overtime rate shall be calculated by the Office of Human Resources.
- D. Twelve-month administrative and professional faculty and exempt classified employees (those who do not complete timesheets) teaching non-credit courses, seminars, workshops, etc., for extra pay
1. Full-time teaching faculty, 12-month administrative and professional faculty, or any qualified exempt classified employee may teach non-credit courses, seminars, etc., in addition to their regular job responsibilities, for extra pay.
 2. Faculty-rank staff and exempt classified employees must obtain prior written approval from their immediate supervisor before accepting or performing non-credit teaching assignments for extra pay. This written approval should be submitted to the Office of Human Resources with the non-credit teaching contract.
 3. Courses taught for extra pay must be scheduled outside the assigned working hours or the faculty member or exempt classified employee shall be required to use accrued leave. Office hours, for the purpose of working with non-credit students on their individual academic and occupational issues or problems, must also be held outside the normal working hours and/or by using appropriate leave time.
 4. Non-credit teaching assignments for extra pay should not exceed the equivalent of three (3) continuing education units (CEUs) or thirty (30) contact hours of non-credit instruction per semester.
 5. Non-exempt classified employees (those who complete timesheets) may not teach non-credit courses at the college for extra pay. Exceptions to this policy shall be handled on a case-by-case basis and must be approved by the immediate supervisor, academic dean, vice president of academic affairs, associate vice president of human resources, executive vice president, and college president.
 6. Should an exception be granted, the non-credit courses taught for extra pay must be scheduled outside the normal working hours or the non-exempt classified

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employee shall be required to use accrued leave. Office hours, for the purpose of working with students on their individual academic and occupational issues or problems, must also be held outside the normal working hours and/or by using appropriate leave time.

7. Extra pay for non-exempt classified employees who are granted an exception to teach non-credit courses shall be compensated at a "blended" overtime rate in compliance with Department of Labor regulations. The blended overtime rate shall be calculated by the Office of Human Resources.

E. Compensation actions for non-teaching duties and responsibilities

1. Non-full-time VCCS employees who are assigned to on-site non-teaching regular semester work assignments shall be compensated using their individual adjunct rate and the wage/employment process. For one (1) equivalent course credit, the employee shall be required to perform forty (40) hours of work and complete the bi-weekly wage/hourly employee timesheet.
2. Non-full-time VCCS employees who are assigned to off-site non-teaching college work assignments where the principal work is not performed on the college's premises, daily oversight of the work is not required, college supplies and equipment are not utilized, and the work assignment results in the submission of a quantifiable and verifiable end product (e.g., course development under \$5,000), shall be compensated via the independent contractor accounting process.

This process should also be used to hire an individual (non-full-time VCCS administrator or professional faculty) to perform a one-time service or activity during the academic year (e.g., speaker, PDO instructor or facilitator, or consultant work under \$5,000).

Compensation amounts and hours worked must be determined and agreed upon by the individual and the hiring manager. Under no circumstances can compensation exceed \$5,000 for a single work assignment.

3. Full-time VCCS employees (administrative or professional) who agree to perform a work assignment for another VCCS college at any time during the academic year shall be compensated via the VCCS Stipend Agreement process. As required by VCCS, this process shall be used by Reynolds hiring managers to compensate the full-time VCCS administrative or professional faculty from another VCCS college to perform duties at Reynolds. Additionally, the home college shall provide payment to the faculty member and shall charge back the funds to Reynolds through the Inter-Agency Transfer (IAT) process.
4. Non-full-time VCCS employees appointed to serve as a representative on the Faculty Senate may be compensated for this work (based on college funding availability). The one-time payment amount shall be restricted to \$600 or less. This

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payment shall be initiated by college memorandum with signature lines for the appropriate President's Executive Cabinet member, Budget Office and associate vice president of human resources.

F. Unauthorized uses of adjunct faculty contracts

1. Part-time non-teaching work assignments that are comparable to the work performed by classified employees in pay bands 1–7 may not be paid via an adjunct faculty contract. Work of this nature is considered to be wage employment, and the individuals who perform it are subject to the 1450-hour limit on hours worked in a 365-day time period and the minimum wage and overtime provisions of the Fair Labor Standards Act.
2. Reimbursement for cost of materials or travel expenses incurred in the performance of teaching duties and responsibilities may not be paid via an adjunct faculty contract.

G. Evaluation of adjunct faculty

1. Adjunct faculty are vital to the mission of J. Sargeant Reynolds Community College. As required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), the college regularly evaluates the effectiveness of its adjunct faculty members in accordance with criteria published in the college's [Faculty Performance and Evaluation Plan \(FPEP\)](#).
2. The FPEP acknowledges that the role of adjunct faculty is narrower in scope than that of full-time faculty. With only rare exceptions, adjunct faculty members are not responsible for academic advising, college service, community service, administrative duties, counseling, or professional development. Therefore, the adjunct faculty evaluation process is much less comprehensive than that which applies to full-time faculty.
3. Each semester, every adjunct faculty member is expected to administer student evaluation surveys in all course sections for which he/she is an instructor of record, using an appropriate survey instrument as approved by the Faculty Evaluation Committee. In addition, the faculty member's supervising program head, in collaboration with the supervising academic dean, completes a [JSRCC Form No. 36-5003](#), Adjunct Teaching Faculty Evaluation Summary, for each adjunct faculty member under his/her supervision at least once per academic year.
4. Further information regarding the procedures and criteria that pertain to the evaluation of adjunct faculty may be found in the FPEP, Part II, Evaluation of Adjunct Faculty.

H. Processing and record retention

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1. Completed original adjunct evaluations shall be retained on file in the Office of Human Resources as directed by the FPEP, Part II, Evaluation of Adjunct Faculty.
2. All appointment, rehire, and compensation documentation shall be submitted to and processed by the college's Office of Human Resources or Accounting Office in accordance with the procedures outlined below.
3. The college's Office of Human Resources shall maintain the official personnel file for all adjunct faculty members. The official personnel file shall contain all documentation related to the appointment, rehire, compensation, and evaluation of the college's adjunct faculty members.

IV. Procedures:

A. Hiring and compensation process for adjunct faculty teaching credit courses

1. To initiate an appointment or to rehire an adjunct faculty member, the hiring manager must complete and submit the following documents to the college's Office of Human Resources on or before the date of hire:
 - a. Commonwealth of Virginia – Application for Employment
 - b. resume or curriculum vitae
 - c. official transcripts
 - d. three letters of recommendation (dated 12 months within date of hire)
 - e. federal and state tax forms
 - f. Employee Personal Data Form
 - g. Federal I-9 Form
 - h. Direct Deposit Form
 - i. Information System Ethics Security Agreement
 - j. New Hire/College Equipment Authorization Form
 - k. Employment Background Authorization and Disclosure Form
 - l. Commonwealth of Virginia's Policy on Alcohol and Other Drugs Form
 - m. Employee Signature page from the *Adjunct Faculty Employee Handbook*
2. To ensure that an adjunct faculty member is properly compensated in a timely manner, the hiring manager must complete and forward the following documents to the college's Office of Human Resources on or before the date of hire:
 - a. VCCS-10: The hiring manager will complete all items on page 1 of the [VCCS-10](#) in accordance with the [VCCS-29](#) and the qualifications of the adjunct faculty member to be appointed. The hiring manager must sign and date the form in the space entitled "Certified Correct." The vice president of academic affairs, or designee, must review the VCCS-10 for accuracy and initial the VCCS-10 in the lower left hand corner of the form.

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- b. Faculty Course Outcomes and Credentials Mapping: The hiring manager must complete and sign [JSRCC Form No. 35-0004](#), Faculty Course Outcomes and Credentials Mapping, to document justification for hiring adjunct faculty whose credentials do not specifically meet faculty qualifications criteria as stipulated by Virginia Community College System policy and the VCCS-29 or the respective Standard established by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) The Principles of Accreditation: Foundations for Quality Enhancement. The mapping report must be reviewed and approved by the vice president of academic affairs or in the case of student affairs, the vice president of student affairs. All mapping reports must be reviewed and approved by the executive vice president and the college president.
- c. Adjunct faculty compensation rate
 - (1) The Adjunct Faculty Pay Calculator for New Hires must be used by the hiring manager to determine an adjunct faculty member's initial per credit rate. The calculator takes into account the minimum rate for each rank and applies an established dollar increment based on the faculty member's years of full-time teaching experience and full-time related occupational experience beyond the minimum requirements for the requested rank. Rates are capped at the mid-point of the requested rank range. An exception is made for the temporary assistant instructor rank, which is set at a flat rate. The rates are established by the VCCS and published annually.
 - (2) The Adjunct Faculty Pay Calculator for New Hires can be found on the "I" drive in the "jsrwinap" folder and with the "FacPay.exe" icon. The hiring manager will enter the appropriate data in the required fields, in order to determine the adjunct rate. The final document must be attached to the VCCS-10.
 - (3) The hiring manager must print out, sign and date the completed Adjunct Faculty Pay Calculator for New Hires and submit the original form to the vice president of academic affairs/vice president of student affairs for review and approval, then to the Office of Human Resources.
 - (4) The Promotions/Rate Increase Calculator must be used to request a rate increase for a promotion in rank or to account for additional years of full-time teaching experience. Rate increases are based upon the faculty member's current rate and may extend to the maximum of the range for the commensurate rank. The Promotions/Rate Increase Calculator is available only to the assistant vice president of academic affairs and the associate vice president of human resources.

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3. Adjunct faculty contracts are generated each semester by the Office of Strategic Planning and Institutional Effectiveness and according to the deadlines established by the payroll process and the Office of Human Resources. The hiring manager will ensure that each Agreement for Part-Time Faculty Appointment is accurate and properly signed and dated by the faculty member.
 4. Two semester adjunct faculty contracts are generated by the Academic Deans to begin in the fall semester, and must be approved in advance by the Vice President of Academic Affairs.
 5. The return-to-campus payment is processed once per semester according to the procedures established by the Office of Strategic Planning and Institutional Effectiveness and the Financial Operations Department. The payment is included in the faculty member's final pay for the semester.
- B. Evaluation process for adjunct faculty teaching credit courses
1. The hiring manager must forward the completed original [JSRCC Form No. 36-5003](#), Adjunct Teaching Faculty Evaluation Summary, to the assistant vice president of academic affairs, or designee, in the Office of the Vice President of Academic Affairs. In addition, copies of the Adjunct Teaching Faculty Evaluation Summary form must be provided to the respective adjunct faculty member being evaluated, and a second copy must be retained in the academic school or in the Office of Student Affairs, as appropriate.
 2. The assistant vice president of academic affairs, or designee, maintains a tracking log of all Adjunct Teaching Faculty Evaluation Summary forms submitted and alerts academic deans and/or the vice president of student affairs, when the forms are not received by the published deadline. The assistant vice president of academic affairs, or designee, provides the vice president of academic affairs a report of any adjunct evaluations not received by the published deadline.
 3. The assistant vice president of academic affairs, or designee, notifies all adjunct faculty when they should have received a copy of their Adjunct Teaching Faculty Evaluation Summary form and advises the adjunct faculty member regarding actions to be taken if the form has not been received.
 4. The assistant vice president of academic affairs, or designee, forwards all original Adjunct Teaching Faculty Evaluation Summary forms to the Office of Human Resources for placement into the official personnel files.
- C. Hiring process for adjunct faculty teaching non-credit courses

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1. To initiate an appointment of an adjunct faculty member, hiring managers for the Community College Workforce Alliance (CCWA) must complete and submit the following documents to the college's Office of Human Resources on or before the date of hire:
 - a. Commonwealth of Virginia – Application for Employment
 - b. resume or curriculum vitae
 - c. official transcripts or other alternative documentation of qualifications
 - d. three letters of recommendation (dated 12 months within date of hire)
 - e. Employee Personal Data Form
 - f. federal and state tax forms
 - g. Federal I-9 Form
 - h. Direct Deposit Form
 - i. Information System Ethics Security Agreement
 - j. New Hire/College Equipment Authorization Form (if applicable)
 - k. Employment Background Authorization and Disclosure Form
 - l. Commonwealth of Virginia's Policy on Alcohol and Other Drugs Form
 - m. Employee Signature page from the *Adjunct Faculty Employee Handbook*
 2. To ensure that an adjunct faculty member is properly compensated in a timely manner, CCWA hiring managers must complete and forward adjunct faculty contracts to the college's Office of Human Resources within ten (10) days of hire. Each contract must be checked by the Office of Human Resources for accuracy to confirm that:
 - a. the rate of pay indicated on the contract is correct
 - b. all other information is accurate (i.e., name, employee ID number, etc.)
 - c. the contract is properly signed and dated by the faculty member
- D. Professional part-time faculty hired for non-teaching assignments
1. Professional part-time faculty hired for non-teaching assignments are to be hired as wage (hourly) employees. To establish and fill a wage (hourly) position, the hiring manager must complete Sections 1, 2, 3, and 4 of the [JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request, attach the completed [JSRCC Form No. 35-0095](#), Wage (Hourly) Employee Position Description, and forward to his/her respective President's Executive Cabinet member for approval.
 2. Upon approval by the President's Executive Cabinet member, the signed form is submitted to the college's Office of Human Resources for review, logging, and tracking. Within one (1) business day of receipt, the Office of Human Resources will forward the logged form to the college's Budget Office for review and funding approval. Within two (2) business days of receipt, the Budget Office, will make a budget determination. Approved forms will be returned to the Office of Human Resources for appropriate position classification determination. If the Budget Office is unable to determine appropriate funding, the request shall be presented to the

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President's Executive Cabinet at the next scheduled President's Executive Cabinet meeting. The Budget Office will return request forms not approved by the President's Executive Cabinet to the Office of Human Resources with the appropriate explanation. The Office of Human Resources will inform the hiring manager of the unapproved action.

To facilitate timely processing, the hiring manager must ensure that the Office of Human Resources receives the approved Wage (Hourly) Position Request form and attachments at least ten (10) workdays prior to the requested effective date.

3. Upon receipt of the approved [JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request form, the Office of Human Resources will determine the appropriate role title and pay band and immediately contact the hiring manager (via email) to notify of budget approval and to discuss the options available to fill the position.
4. The hiring manager may choose to review the file of unsolicited and walk-in applicants located in the Office of Human Resources or choose to fill the wage (hourly) vacancy from other sources. If one or more qualified applicants are not available, the hiring manager may consider alternative recruitment solutions offered by the Office of Human Resources. Upon receipt of one or more qualified applicants, the hiring manager will review the application(s) based on job requirements, invite applicant(s) for interview, conduct interview(s), check references, and make a hiring decision.
5. Employment references must be documented via [JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly) or via the use of [JSRCC Form No. 35-0091](#), Employment Referral Form – Wage (Hourly). Using either form, the hiring manager must conduct reference checks for the selected candidate. It is preferred that at least two (2) former supervisory checks be made for each candidate. If two (2) supervisory references are unattainable, at least one (1) former supervisory reference and one (1) character reference should be obtained.
6. Once the hiring manager selects the candidate to be hired, he/she must send the completed new hire package to the Office of Human Resources for approval. The new hire package consists of the following documents/forms:
 - a. Commonwealth of Virginia State Application
 - b. Immigration and Naturalization Form (I-9)
 - c. Employee Personal Data Form
 - d. Federal Tax Form W-4 and State Tax Form VA-4
 - e. Direct Deposit Form
 - f. [JSRCC Form No. 35-0097](#), Wage (Hourly) Employment Form
 - g. Information System Ethics Security Agreement (if applicable)

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- h. [JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly) or [JSRCC Form No. 35-0091](#), Employment Referral Form
 - i. New Hire/College Equipment Authorization Form (if applicable)
 - j. Employment Background Authorization and Disclosure Form
 - k. Commonwealth of Virginia’s Policy on Alcohol and Other Drugs Form
 - l. Employee Signature page from the *Wage/Hourly Employee Handbook*
 7. The Office of Human Resources (usually the wage employment coordinator) will review and provide approval status of the new hire package to the hiring manager within three (3) business days of receipt via email communication. The email communication will include the approved hourly rate and start date for the new wage (hourly) employee. At that point, the hiring manager can issue a [JSRCC Form No. 35-0098](#), Wage (Hourly) Offer Letter.
 8. Hiring managers will ensure that each wage (hourly) employee receives the current copy of the college’s [Wage/Hourly Employee Handbook](#). The handbook is updated annually and is located on the college’s internal website, Human Resources web page. Additionally, the handbook contains updated information regarding available benefits, applicable state and college policy information, and other college information regarding wage (hourly) employees.
 9. As a reminder, all full-time and part-time job offers are contingent upon the results of the employee background screening process ([Reynolds Policy No. 3-39](#)). This process usually takes three to five (3-5) business days from the date of receipt of the completed new hire package in the Office of Human Resources. To finalize the wage/hourly employee hiring process, the hiring manager will receive an email from the associate vice president of human resources indicating the successful or unsuccessful completion of the background check for the newly hired wage/hourly employee.
- E. Hiring process for one-time professional service or activity
1. One-time service arrangements
 - a. To initiate the appointment and compensation of a full-time administrative or professional faculty member who is also employed by the Virginia Community College System in another capacity for the performance of a one-time (not more than once annually) service or activity (e.g., speaker, consultant, facilitator), the hiring manager must determine the appropriate amount of pay and forward [JSRCC Form No.35-0701](#), VCCS Stipend Agreement, to the Office of Human Resources prior to the start of employment.

The Office of Human Resources will review the VCCS Stipend Agreement form for accuracy and completeness and forward to the Budget Office for

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handling with the faculty member's home college. The associate vice president of human resources will contact the faculty member's home college and inform the Office of Human Resources of the employment arrangement. The home college Office of Human Resources will also be provided with a copy of the completed VCCS Stipend Agreement form.

- b. To initiate the appointment and compensation of a faculty member who is not employed by the Virginia Community College System in another capacity for the performance of a one-time (not more than once annually) service or activity (e.g., speaker, consultant, facilitator), the hiring manager will complete the following steps:
 - (1) Complete [JSRCC Form No. 35-0803](#), Agreement for Non-Instructional Services Rendered by Independent Contractor, and obtain required signatures.
 - (2) Enter a purchase order through Virginia's Online Electronic Procurement System (eVA) for the full contract amount.
 - (3) At the end of the work assignment, collect invoice or invoices from the independent contractor indicating that the work has been completed.
 - (4) Return to eVA and code the transaction as received and send the completed invoices to the Accounting Department for payment to be made to the independent contractor.

To initiate payment for non-full-time VCCS employees who are assigned to serve on college committees (e.g., adjunct faculty members assigned to serve as a representative on the Faculty Senate, etc.) the hiring manager is required to generate a college memorandum with signature lines for the appropriate President's Executive Cabinet member, Budget Office, and the associate vice president of human resources. The college memorandum is to include a date(s) and description of the activity, names of adjunct faculty to be paid and their respective employee ID numbers, amount of pay to be received by each adjunct faculty member, and the appropriate budget code. The hiring manager is responsible for obtaining the President's Executive Cabinet member's signature and forwarding the memorandum to the Office of Human Resources. The Office of Human Resources will be responsible for obtaining the additional signatures and forwarding the completely signed memorandum to the Payroll unit for payment.

F. Human Resources review

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The associate vice president of human resources will review all documents for appointment and compensation for adjunct faculty members prior to submission to the college's Payroll unit.

1. If all documents related to the appointment of an adjunct faculty member are accurate and complete, the associate vice president of human resources will initial the VCCS-10 in the lower left-hand corner, establish an official personnel file, and ensure that all appropriate documentation is forwarded to the Payroll unit according to established payroll deadlines.
2. If any of the documents related to the appointment of an adjunct faculty member are inaccurate or incomplete, the associate vice president of human resources, or designee, will promptly notify the hiring manager via email. The associate vice president of human resources will hold all originally received appointment and compensation items until the requested information is received.
3. Upon email notification from the associate vice president of human resources, the hiring manager must immediately forward the requested items to the Office of Human Resources. Missing and incomplete items and/or forms will delay the submittal of payroll data to the college's Payroll unit and, therefore, delay the generation of payment to the adjunct faculty member.
4. Upon receipt of the requested information, the associate vice president of human resources will submit all payroll data to the college's Payroll unit.

V. Other Information

Interpretation

The Office of Human Resources is responsible for the official interpretation of this policy and procedure. Questions regarding the application of this policy should be directed to the associate vice president of human resources.

References

[VCCS 10 - Faculty Qualifications Summary](#)

[VCCS 29 - Normal Minimum Criteria for each Faculty Rank](#) (Section 3.2)

[VCCS 18 – Adjunct Salary Rates](#)

[Wage/Hourly Employee Handbook](#)

[Reynolds Policy No. 3-6](#), Faculty Promotion

[Reynolds Policy No. 3-39](#), Employment Background Screening

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[JSRCC Form No. 35-0004](#), Faculty Course Outcomes and Credentials Mapping

[JSRCC Form No. 35-0090](#), Telephone Reference Check Form – Classified/Wage (Hourly)

[JSRCC Form No. 35-0091](#), Employment Referral Form – Wage (Hourly)

[JSRCC Form No. 35-0095](#), Wage (Hourly) Employee Position Description

[JSRCC Form No. 35-0096](#), Wage (Hourly) Position Request

[JSRCC Form No. 35-0097](#), Wage (Hourly) Employment

[JSRCC Form No. 35-0098](#), Wage (Hourly) Offer Letter

[JSRCC Form No. 35-0701](#), VCCS Stipend Agreement

[JSRCC Form No. 35-0500](#), Employee Work Profile

[JSRCC Form No. 35-0803](#), Agreement for Non-Instructional Services Rendered by Independent Contractor

[JSRCC Form No. 36-3002](#), Position Description Form

[JSRCC Form No. 36-5003](#), Adjunct Teaching Faculty Evaluation Summary