



## **Handbook for Administrators**

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# **Linfield College**

## **HANDBOOK FOR ADMINISTRATORS**

All information in this handbook is current at the time of publication. In order to retain necessary flexibility in the administration of the institution, the college reserves the right to change or revise policies and procedures from time to time, as it deems necessary. The Handbook for Administrators will be reviewed and updated as needed.

Suggestions for improvement are always welcome and may be made to the Office of Finance and Administration. The college encourages recommendations that will benefit employer-employee relations. Suggestions can be made in writing to the Office of Finance & Administration. For clarification of a specific policy or procedure, contact the Office of Finance and Administration.

## **I. GENERAL INFORMATION**

### **THE COMMON CHAPTER**

The "Common Chapter" contains policies and procedures, which are applicable to all Linfield employees. It may be updated or changed as deemed appropriate by the Board of Trustees, or as mandated by changes in state or federal laws. Discretionary changes to the Common Chapter occur by action of the College's Board of Trustees.

## **II. ADMINISTRATOR ASSEMBLY STRUCTURE**

The Administrator Assembly consists of all Linfield administrators (Exempt Employees). The assembly normally meets once a month during the academic year or as requested by the Administrator Leadership Council (ALC). The assembly conducts some of its affairs directly during its meetings, delegates others to a representative body called the Administrator Leadership Council and conducts still other business through specialized committees. The functions of the leadership council and the committees are outlined below.

### **ADMINISTRATOR LEADERSHIP COUNCIL**

The Administrator Leadership Council (ALC) represents the college administrators in an advisory capacity to other college leadership bodies, coordinates and facilitates administrative gatherings, informs the administrators of issues that are of concern to them including, but not limited to: Diversity, College Cabinet, College Budget, Employee Benefits, Safety, Professional Development and Networking Opportunities.

To carry out this mission the Administrator Leadership Council:

1. Serves as the administrators' representative to the President's Cabinet, the Faculty Assembly, the Linfield Employees Association, and the student body.
2. Plans and conducts administrator meetings and maintains accurate records of the proceedings.
3. Serves as a repository of records and history (minutes, committee make-up and records, etc.) regarding issues and concerns of the group.
4. Maintains an ongoing system of communication to keep administrators informed.
5. Identifies and monitors issues at Linfield that are of concern to administrators.

The administrators of Linfield College elect the Administrator Leadership Council as follows:

1. The council is composed of 6 to 8 representatives. At an annual election, four new council members are elected to two-year terms, replacing four members who are completing their terms.
2. Any administrator of Linfield College is eligible for nomination. Nominations can be made either from the floor at the administrators' meeting where the election takes place or via e-mail in advance of the meeting.
3. Midterm vacancies will be filled by a special election to complete any unfinished term.

The duties of the ALC include:

1. Determining for itself, and recommending for the administrators as a whole, policies and procedures concerning such technical matters as voting, quorum questions, etc.
2. Holding regular meetings.
3. Scheduling regular and special plenary meetings and prepare meeting agendas
4. Endeavor to provide a full slate of candidates for elections.
5. Endeavor to fill and maintain administrator committees and administrator seats on all-campus committees as requested.
6. Appointing ad hoc committees for special issues.
7. Ensure that committees with administrator representation report regularly to the administrators.
8. Disseminate meeting notes in a timely manner.
9. Act as the administrators' liaison with the Presidents' Direct Reports and the campus community at-large as requested.

The ALC is constituted as follows:

The council chooses the following from among its members:

1. A chair
  2. A secretary
- Any Council member can be elected chair if the majority of the committee votes to approve the assignment.
  - Every two years, the council chooses a new chair and a new secretary for a two-year term. Members may be allowed to serve flexible terms and may serve additional years IF a majority of the committee agrees to continuation of the term.
  - The chair is a non-voting position. The chair conducts plenary and council meetings, serves as the official representative of the council, coordinates the agenda for plenary meetings and sees to it that committees are populated.
  - The secretary is responsible for: taking minutes of plenary and council meetings, distributing minutes to the administrators and processing elections.
  - Council members facilitate communication between the committees and administrators.

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### **Administrator Assembly Standing Rules**

The Administrator Assembly has adopted the following standing rules for the conduct of business by the Administrator Leadership Council and administrator task groups, and for elections:

#### **ELECTION SCHEDULE**

The Administrators election schedule is as follows:

- March – solicitation of nominations and volunteers for open positions
- April Administrator meeting – introduction of all candidates and initial election via electronic ballot
- May Administrator meeting – announcement of new ALC members
- July 1 – new committee members take office

### **ADMINISTRATOR LEADERSHIP COUNCIL**

1. Elected members of the ALC service-year is July through June, for a two-year term.
2. No ALC member shall be a member of an administrative standing committee. If an administrator is elected to the ALC and is currently serving on a standing committee, the elected member shall resign from the committee.
3. If a member of the ALC resigns with fewer than ten months remaining in his or her elected term of service, the ALC will appoint a replacement to fill the vacancy. If there is more than one officer who resigns at one time, or if an officer has more than ten months remaining in his or her elected term of service, the ALC will call for nominations and hold a special election to fill the vacancies.

### **Voting**

1. All administrators shall have a vote on issues presented to the administrative body.
2. A quorum shall be fifty percent plus one of the members.
3. When a quorum is called and not met, an electronic ballot shall be used for voting.

### **CAMPUS STANDING COMMITTEES WITH ADMINISTRATIVE REPRESENTATIONS**

Campus committees are involved with campus-wide issues. Their membership includes administrators along with representatives of other campus constituencies.

### **College Cabinet**

The Linfield College Cabinet provides effective, responsive, and informed institutional leadership and serve as a venue for shared strategic thinking and collaboration. The Cabinet surfaces issues that require or would benefit from cross-unit discussion and collaboration and works to ensure that Linfield makes timely progress towards its strategic goals and initiatives. The Cabinet also provides penultimate review of recommendations to the President and Provost on matters of broad institutional significance. Cabinet members are responsible for ensuring effective, reciprocal communication with their constituents.

### **College Cabinet Membership:**

- President
- Provost/VPAA
- VPFA
- VP of Enrollment Management
- VP Student Affairs and Athletics/Dean of Students
- VP of Advancement
- Dean of Faculty
- Dean School of Nursing
- FEC Chair

- President LEA
- President Administrators Group
- Special Assistant to the President/Director of Community Relations
- Director of Institutional Research
- Athletics Director
- Director of Admissions
- Director of Communications
- CTO
- ASLC President/Representative

### **Academic Innovation Council**

The Academic Innovation Council (AIC) is the administrative body that sources and creates innovative ideas and opportunities in ways that serve the institution holistically. The Council invites, generates and explores new academic and partnership opportunities including those informed by data about careers. The Council evaluates ideas for potential to increase enrollment and revenue with a focus on distinction and relevancy. The work of the Council is informed by external and internal data, information, and research. The Council cultivates a responsive flexible academic environment. The Council identifies internal barriers and works to reduce them or find alternatives. The Council is a recommending body whose actions are referred as appropriate (i.e., the College Cabinet, faculty governance).

### **Academic Innovation Council Membership:**

- Provost and Vice President of Student Affairs
- Dean of Faculty
- Dean of Nursing
- FEC Chair
- Curriculum Committee Representative
- Student Policies Committee Representative
- OCE Director
- Library Director
- International Programs Director
- PLACE Director
- Career Development Director
- Community Relations Director
- Admission Director
- Marketing and Communication Director
- Registrar

### **Safety Committee**

The Safety Committee is responsible for making recommendations to management on improvements for Linfield working conditions that affect the safety and health of employees. It is charged with the responsibility of defining problems, identifying hazards and suggesting corrective action. In addition, the committee identifies employee safety training, establishes accident investigation procedures and reviews accident reports. For more information, see [Safety Committee](#).

### **College Planning and Budgeting Council (CPBC)**

The College Planning and Budgeting Council (CPBC) is an institutional constituency body whose members are committed to a process whereby they represent the voices of their constituency governance groups while deliberating at the institutional level, for the institutional good. The College President appoints administrators.

The CPBC is responsible for the planning, evaluation and integration of the budgeting process and assessment cycles to ensure effective use of human, financial and physical resources, which promote the fulfillment of Linfield College's mission and strategic plan. By gathering and disseminating accurate information, the Council is accountable to the Linfield community to function in an open and transparent manner, which honors Linfield's commitment to shared decision making. The CPBC assists in the optimization of Linfield's resources by recommending allocations or reallocations to support student learning, implementation of the strategic plan and maintain accreditation. The Council will honor both the common and unique contributions to the institutional mission and strategic plan of the McMinnville Campus, Portland Campus, and Online Continuing Education.

### **College Benefits Committee**

The College Benefits Committee reviews and makes recommendations to the Linfield College President on benefit issues affecting all employees and serves on the Retirement Plan Advisory Committee. Memberships will be two faculty members, one of which should be from the Faculty Planning and Budget Committee and one from the Portland Campus. Faculty should serve for a two-year term. Other members of this committee are two administrators, two LEA, and staff support as needed. The Vice President for Finance and Administration serves as Chair of the committee. The College President appoints administrators.

### **Emergency Preparedness Committee**

The Emergency Preparedness Committee develops and maintains a document that explains procedures the college will follow in response to critical events. This document assigns responsibilities for carrying out identified tasks, and establishes a means for keeping actions and responsibilities current. Administrators are appointed by the ALC.

## **III. ADMINISTRATIVE EMPLOYMENT**

### **Employment Status**

#### **Exempt**

Exempt employees are salaried executives, administrative, or professional employees who meet the criteria established by federal and state law and are exempt from payment of overtime wages.

#### **Employment at Will**

Linfield College reserves the right to employ at-will. This means that employment can be terminated, with or without cause, and with or without notice, at any time, at the option of the employer or at the option of the employee.



## **Standards of Performance for Administrators**

Linfield's historical emphasis and current objectives make it an institution firmly committed to the highest standards of instruction in the tradition of the liberal arts. Administrators are hired for their educational and professional qualifications, as well as for a personal commitment to liberal arts learning. Linfield does not expect or solicit uniformity of thought or action among its employees; indeed, diversity is encouraged, since student learning occurs not just in the classroom but also throughout the institution. As role models, administrators are expected to display professionalism at all times when representing the College and should be aware of the impact their behavior may have on students, co-workers, parents, community members and the public.

## **Administrator Classification**

### **Administrator Classification Administrator Job Classification System Overview**

Administrator (exempt) positions are classified according to a completed job description and using the college's classification definition to place a position within a specific grade. A salary matrix corresponds to the grades and may be updated every fiscal year based on general salary increase.

#### **Classification Procedures New position:**

1. Using the Administrator Job Description format the manager/supervisor writes the job description.
2. The Director of Human Resources reviews the proposed description and may ask for clarification from the manager/supervisor. The Division Vice President must approve the final job description.
3. Once the job description is finalized with input from the manager/supervisor, the Director of Human Resources will classify the position using the existing classification structure and prepare a market compensation and salary analysis
4. The Director of Human Resources will submit the job description with the recommended grade to the Vice President for Finance and Administration for approval.
5. The approved new job description and grade classification is submitted in the annual budget process through the respective Vice President for budget consideration.
6. If the new position is not approved in the Budget process, it may be resubmitted the following fiscal year by the respective Vice President.
7. If the new position is approved, it is included in the annual allocation of resources.
8. The effective date for a new position is July 1.

#### **Reclassification Procedures for an Existing Position:**

1. Reclassifications of a position may be warranted when the job duties for an established position have changed significantly and the current job description is no longer an accurate reflection of the main focus of the role.
2. Reclassification requests will be evaluated only during the annual Performance Evaluation process, spring of each year.
3. If a reclassification is approved the change would go into effect on July 1st.

4. Employees who believe their duties and responsibilities have substantially changed should first have a conversation with their manager/supervisor and create a new job description by the annual deadline.
5. The new job description along with a narrative of the changes will be used to determine if the job is appropriately classified, or if it should be placed into a different classification.
6. Completed new job descriptions and the narrative about the revised position will be submitted to the Director of Human Resources for review.
7. The Director of Human Resources will provide a response back to both the employee and their manager/supervisor during the annual evaluation period.
8. The employee and their manager/supervisor will complete the employee's evaluation form based on the employee's current position for the review period being evaluated.
9. If a reclassification is approved the change would go into effect on July 1st.
10. Reclassification will be funded out of the college wide Reclassification Allocation made available in the Annual Budget Process. If funds are not allocated, the department will be asked to find funds from existing departmental resources. If funding is not available, the incumbent may need to return to the prior positions duties.

### **Personal Time Off (PTO) – Leave for Benefits Eligible Exempt Employees**

Regular, full-time status employees accrue PTO at the rate of 18.66 hours per paycheck from date of hire. Total PTO accrual is 28 days a year. No more than 120 hours of PTO can be carried forward after June 30<sup>th</sup> (from one fiscal year to the next). PTO accrues during the first 90 days. After the employee has completed 90 days of continuous employment, earned PTO may be used for sick, vacation or personal time off with the approval of the employee's supervisor. Part-time employee's PTO is pro-rated to the FTE percentage.

### **Benefits Eligible – Exempt Staff**

For exempt staff that are benefits eligible, Linfield provides a PTO bank that shall be used to report vacation, sick, and personal time off.

Exempt staff must report vacation, sick, and personal time off whenever absent from the campus for four (4) or more hours in a workday. Upon termination, effective July 1, 2019, a maximum of 120 hours of accrued unused PTO will be cashed out at the employee's regular hourly rate, with any balance above 120 hours forfeited.

#### **Examples:**

1. Employee has an 8am doctor appointment and does not arrive back to work until 2pm. The employee has been gone for 6 hours (assuming 1 hour for lunch). **Employee will record 5 hours of PTO.**
2. Employee leaves at 11am for a doctor's appointment and return to the college at 4pm (assuming 1 hour for lunch). **Employee will record 4 hours of PTO.**
3. Employee leaves at noon to start their vacation early on a Friday afternoon (assuming 1 hour for lunch). **Employee will record 4 hours of PTO.**

4. Employee leaves at 1pm for personal business and does not return for the day (assuming 1 hour for lunch). **Employee will record 4 hours of PTO.**
5. Employee has an 8am doctor's appointment and returns to work at 10:30am. **Employee will record 0 hours of PTO.**

See Common Chapter for More Details on Linfield College Leave Policy.

### **Holiday Exception**

Labor Day and Memorial Day are taken as holidays except when the academic calendar requires offices to be open. In the latter event, administrators receive a compensatory day off within 60 days of the holiday. Once approved the administrator's manager/supervisor needs to notify the Payroll Manager that a compensatory day off has been approved and the day off to be taken.

### **Employee Resignation**

An administrator who resigns is expected to give written notice to his or her immediate supervisor and forward to HR. A resignation letter should be submitted early enough to allow the institution time to locate a suitable replacement for the position. If an employee leaves Linfield between the 1st and the 15th of the month they will receive half of a PTO monthly accrual on the final paycheck. If an employee leaves Linfield after the 16<sup>th</sup> of the month, they will accrue a full monthly PTO accrual.

### **Retiree Staff Status**

To qualify as a staff retiree, employees must be at least 62 years of age, with 5 years of employment with Linfield or a staff retiree who participated in the FY2018-2019 Retirement Opportunity offering.

Benefits include:

1. Use of the college library.
2. Use of the college athletic facilities, when open with Linfield ID Card.
3. Use of the Linfield-designated parking spaces (i.e., parking lots), for personal vehicles with Linfield College Permit.
4. Admission (at Staff and/or senior rate) to all Linfield sporting, theatrical, and musical events, as well as lectures open only to the Linfield Community.
5. A Linfield email and Catnet account, per the Catnet account policy.

### **Professional Development**

The college provides opportunities for professional development, for example, by offering in-service training, subscribing to professional journals, and sponsoring administrative participation in local, regional and national conferences and relevant continuing education. Administrators will have the opportunity to attend a regional or national meeting, provided funds for such meetings are available within Departmental or Divisional Budgets.

- Administrators may also enhance their professional capabilities through post-baccalaureate study. Work supported by this policy must be germane to the administrator's work at Linfield. The policy is not intended to provide for career changes. Provisions are as follows:
  - Course work taken at another institution must be at the post-baccalaureate level, must be taken at an accredited institution, and must not be available at Linfield; it need not be taken for a degree.
  - Graduate level courses may be considered for reimbursement on a case-by-case basis depending upon available college funds.
  - Proposals requiring course work at another institution are to be submitted through the employee's supervisor and Vice President to the President. The proposal needs to be approved in advance of enrolling in the course(s). The proposal must include written approval of the administrator's supervisor and a proposed study program and budget.

College support for undergraduate study is contingent upon the constraints of available funds.

### **Administrators Teaching Classes**

Full-time administrators who teach at the college during their normal office hours or in lieu of other responsibilities do so without additional compensation, unless PTO leave is used. Administrators should not accept a teaching position if it will interfere with their regular administrative duties. Administrators need to receive approval from their manager/supervisor before accepting a teaching assignment during their normal office hours.

### **Sabbatical Leave**

The college grants sabbatical leave to improve the professional qualification of administrators and to strengthen their performance at Linfield. Sabbaticals are granted at the discretion of the college to serve the interest of the college. An administrator is eligible for sabbatical leave after six years of full-time service to the college. There is no implied or contractual obligation by the college to grant a sabbatical leave, and leaves are dependent on available funds.

A request for sabbatical leave must be accompanied by a budget and plan of study, which has been endorsed by the administrator's supervisor.

A request for sabbatical leave is submitted to the President by December 15 and is effective the following academic year. All requests are reviewed by the President's Direct Reports and, if approved, recommended to the Board of Trustees by the President. The applicant normally will be informed of the decision by March 1.

Normally, sabbatical leave is granted at the rate of one-half salary for one year, or full salary for one semester. Benefits such as retirement contributions, insurance premiums, tuition exchange, etc., and normal deductions from salary are continued by the college with the amount of retirement contribution based on full salary, provided the administrator's contribution also is based on full salary. Any auxiliary income, such as teaching salary, fellowships, research grants, etc. should be reported in the request.

A recipient of sabbatical leave must return to Linfield for at least one year of employment immediately following the leave. If not, the recipient will repay the college for the sabbatical salary and benefit contribution provided.

Upon return from sabbatical leave, a grantee will submit a written report of the sabbatical activities to her/his supervisor and to the President.

### **Conflict Resolution Policy**

Misunderstandings or conflicts can arise in any organization and should be resolved before serious problems develop. When such work related issues occur, it is the College's intent to be responsive to our employees' concerns.

The employee may follow the procedure listed below, without prejudice, in order to resolve the conflict.

- 1) An employee is expected to make reasonable efforts to find solutions to the conflict with those persons most directly involved.
- 2) If the conflict cannot be resolved at the departmental level, the employee should seek a review of the conflict with the Director of Human Resources and, upon request of the employee, with the presence of a co-worker of his/her choice.
- 3) The employee may continue the resolution process with the next appropriate supervisory level in succession through the cabinet officer of the person making the complaint.
- 4) If satisfactory resolution is not forthcoming from the above procedure, an employee may file an appeal to the President through the Human Resources Office. The President shall then appoint a hearings committee comprised of persons who are acceptable to both parties and uninvolved in the conflict to hear the matter. The President shall make the final adjudication after reviewing the recommendation of the hearings committee.
- 5) In the event the parties fail to agree on the persons to be appointed to the hearings committee within 14 days of the date the appeal is filed with the president, then the President shall appoint such persons to the hearings committee as the president determines to be appropriate.

### **Elimination of Employee Position by the College/Reduction in Force (RIF)**

In the event Linfield College must reduce its workforce (eliminate staff positions) and if the reduction affects 50 or more employees, the College must give the affected employees a 60-day notice of the impending layoff. This complies with the Worker Adjustment and Retraining Notification Act (WARN Act). The WARN Act does not apply if less than 50 employees are laid off.

1. A position is eliminated because of technological or computerized systems that replace the employee i.e., a machine or system does the work the employee once did, as in the advent of the automated phone menu system. Or, the need for the tasks performed by the employee no

longer exist i.e., clerical support - answering phones is replaced by voice mail and typing is performed on a computer by a self-sufficient, computer literate manager.

2. A position is eliminated because the College is unable to fund the position due to budget constraints, or budget shortfall, or lack of funding.
3. A position is combined with another position i.e., two part-time positions are consolidated into one, full-time position.
4. The closure of a department where some jobs are eliminated completely and remaining jobs are transferred to another department.
5. The reorganization of a department, the total restructuring of responsibilities resulting in the elimination of a specific job(s).

The above examples are not all inclusive; there may be other circumstances that would result in the elimination of a position.

#### **Employees Displaced As a Result of a Reduction in Work Force:**

1. If an existing internal position is open at the time of the RIF, and the displaced employee meets the minimum requirements of the open position, the displaced employee may apply for the position. If two or more displaced employees apply for an open position, the supervisor will select the most qualified person to fill the position. A supervisor is not required to hire a displaced employee.
2. A displaced employee, who takes a lower paying position, may have a reduction in salary; this would be determined by the College on a case-by-case basis.
3. A displaced employee has the choice of either taking the open position or the College's severance package.
4. If no positions are open, the displaced employee is offered the College's severance package.

#### **Linfield's Severance Package Includes:**

1. **Notification of job elimination:** 30 days' notice in writing to the employee.
2. **Vacation pay and PTO:** Payment of all unused and accrued vacation and PTO at the time of termination.
3. **Severance pay:** Administrative employees will receive 5 working days of severance pay for every full-year of work completed up to a maximum of 40 working days (at the employee's current rate of pay).
4. **Tuition remission:** Tuition remission eligibility ends when an employee separates from college employment. If the employee, dependent, or spouses/legal domestic partner is enrolled at the time employment terminates, the tuition remission benefit will be prorated. For example, if a dependent is in the 8<sup>th</sup> week of a 15-week semester, and the college or the employee terminates

employment, then the dependent will be eligible for 8/15<sup>th</sup> of the tuition remission benefit for that semester. No additional benefit will be provided.

5. **Health, dental/vision insurance:** At the time of layoff due to a reduction in workforce, an employee's insurance will cease at the end of the month of his/her termination. The college will provide two (2) months of COBRA premium to the employee based on Employee Choice benefits selection, and they will receive notification on how to continue any dependent medical, dental or vision coverage through COBRA after the employee's employment has ended.
6. **Outplacement services:** Employee Assistance Program services for three months after termination date.
7. **Rehire provisions:** If rehired within six months from termination, the following reinstatement policies are followed:
  1. Employer Contribution – 403(b) – if the employee was receiving the Employer 403(b) contribution at the time of the separation, they will be eligible to immediately receive the employer contribution beginning with their first paycheck.
  2. Benefit Coverage – the first of the month following their rehire date.

In the event Linfield College must reduce its workforce (eliminate staff positions) and if the reduction involves 50 or more employees, the College must give the affected employees a 60-day notice of the impending layoff. This is in compliance with the Worker Adjustment and Retraining Notification Act (WARN Act). The WARN act does not apply if less than 50 employees are laid off.