



**Adjunct Faculty Association
of the Maricopa County Community College District
POLICY MANUAL**

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AFA POLICY MANUAL

A. Introduction

This manual describes the duties and obligations of the AFA Board Members and the policies, procedures, and guidelines to be utilized to achieve effective operation of the AFA within the Bylaws established and maintained by the AFA Board of Directors.

The contents of this manual are revised from time to time by the AFA Executive Committee in order to document AFA operation changes to improve effectiveness, adapt to changes in the legal environment and better serve the organization's purpose.

Revisions to this manual are subject to AFA Board review and adoption.

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B. Duties

The Adjunct Faculty Association is a 501(c)(3) professional association organization and all AFA Board Members serve that organization as volunteers in positions that have designated duties according to the current AFA Bylaws and as may be further designated by the AFA Board.

1. AFA President

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Serve as the Chairman of the Board.
- c. Serve as Chief Executive of the AFA.
- d. Carry out the duties of the office designated by the AFA Board.
- e. Serve as the Chairperson of the Executive Committee.
- f. Comply with MCCCCD Contractual Obligations.

2. AFA Vice President

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Shall in the event of the absence or inability of the President to exercise the office of president become acting President with all the rights, privileges, powers, and responsibilities as if having been duly elected President of the AFA.
- c. Carry out the duties of the office designated by the AFA Board.
- d. Serve as the Chairperson of the Education and Conference Committee.
- e. Comply with MCCCCD Contractual Obligations.

3. AFA Secretary

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Shall keep the minutes and shall be solely responsible for the records of the AFA.
- c. Carry out the duties of the office designated by the AFA Board.
- d. Serve as the Chairperson of the Communication and Membership Committee.
- e. Comply with MCCCCD Contractual Obligations.

4. AFA Treasurer

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Shall have the care and custody of and shall be solely responsible for all monies belonging to the AFA.
- c. Carry out the duties of the office designated by the AFA Board.
- d. Serve as the Chairperson of the Practices and Recognition Committee.
- e. Comply with MCCCCD Contractual Obligations.

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5. AFA Past President

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Shall serve as an advisor to the AFA Executive Committee.
- c. Comply with MCCCCD Contractual Obligations.

6. AFA College Representative

Duties:

- a. Serve on and effectively carry out the responsibilities of a member of the AFA Board.
- b. Provide useful and effective content in a timely manner for the AFA page for the College represented.
- c. Comply with MCCCCD Contractual Obligations.

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C. MCCCDC Contractual Obligations

The Maricopa County Community College District (MCCCDC) engages the members of the AFA Executive Committee and the AFA College Representatives to provide representation services on behalf of the MCCCDC Adjunct Faculty Employee Group.

1. AFA President

Direct Report: MCCCDC Vice Chancellor of Human Resources

Duties:

- a. Represent the Adjunct Faculty Employee Group through active participation on District standing committees, ad-hoc committees and at such meetings as may be appropriate and through delegation as necessary.
- b. Represent the Adjunct Faculty Employee Group at the MCCCDC Governing Board meetings.
- c. Supervise the contractual performance of the other members of the AFA Executive Committee and the AFA College Representatives.
- d. Provide leadership in initiating, overseeing, facilitating, maintaining and completing projects and programs as needed for the growth, development, and enhanced professionalism and effectiveness of the Adjunct Faculty Employee Group.
- e. Report progress monthly or as appropriate to the Vice Chancellor of Human Resources, the AFA Board and other MCCCDC organizations as necessary to serve Adjunct Faculty Employee Group interests.

2. AFA Vice President

Direct Report: AFA President

Duties:

- a. Serve in the capacity of AFA President when the AFA President is unavailable to provide designated representation, supervision, leadership or reporting.
- b. As delegated by the AFA President, represent the Adjunct Faculty Employee Group through active participation on District standing committees, ad-hoc committees and at such meetings as may be appropriate.
- c. Provide leadership in initiating, overseeing, facilitating, maintaining and completing projects and programs through the AFA Education and Conference Committee to develop the education and professional development opportunities for the Adjunct Faculty Employee Group.
- d. Report progress monthly or as appropriate to the AFA Executive Committee, the AFA Board and other MCCCDC organizations as necessary to serve Adjunct Faculty Employee Group interests.
- e. Carry-out such other duties as may be designated by the AFA President in a timely and effective manner to serve Adjunct Faculty Employee Group interests.

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3. AFA Secretary

Direct Report: AFA President

Duties:

- a. Effectively document the meetings of the AFA Executive Committee and the AFA Board.
- b. As delegated by the AFA President, represent the Adjunct Faculty Employee Group through active participation on District standing committees, ad-hoc committees and at such meetings as may be appropriate.
- c. Provide leadership in initiating, overseeing, facilitating, maintaining and completing projects and programs through the AFA Communication and Membership Committee to facilitate Adjunct Faculty engagement and facilitate effective communication with and among the Adjunct Faculty Employee Group.
- d. Carry-out such other duties as may be designated by the AFA President in a timely and effective manner to serve Adjunct Faculty Employee Group interests.

4. AFA Treasurer

Direct Report: AFA President

Duties:

- a. As delegated by the AFA President, represent the Adjunct Faculty Employee Group through active participation on District standing committees, ad-hoc committees and at such meetings as may be appropriate.
- b. Provide leadership in initiating, overseeing, facilitating, maintaining and completing projects and programs through the AFA Practices and Recognition Committee to develop the recognition programs and document effective practices for the Adjunct Faculty Employee Group.
- c. Carry-out such other duties as may be designated by the AFA President in a timely and effective manner to serve Adjunct Faculty Employee Group interests.

5. AFA Past President

Direct Report: AFA President

Duties:

- a. Serve as an advisor to the AFA Executive Committee and AFA Board.
- b. As delegated by the AFA President, represent the Adjunct Faculty Employee Group through active participation on District standing committees, ad-hoc committees and at such meetings as may be appropriate.
- c. As designated by the AFA President, provide leadership in initiating, overseeing, facilitating, maintaining and completing projects and programs as may be appropriate to serve the interests of the Adjunct Faculty Employee Group.
- d. Carry-out such other duties as may be designated by the AFA President in a timely and effective manner to serve Adjunct Faculty Employee Group interests.

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6. AFA College Representative

Direct Report: AFA President and College Dean or Vice President of Academic Affairs

Duties:

- a. Attend meetings where Adjunct Faculty Employee Group representation is required.
College Representatives should take advantage of all such opportunities, both at the College and District level.
- b. Report on meetings to constituencies in a timely and effective manner.
College level meeting summaries should be reported to both the AFA Board and to the College Adjunct Faculty Distribution List.
District level meeting summaries should be reported to the College Adjunct Faculty Distribution List.
- c. All communication as AFA College Representative should be “on the record”.
All constituent emails and publications should be appropriately copied to the designated archived channel and contain appropriate identification as originating from an AFA College Representative.
- d. Develop and maintain effective on-going relationship through regular communication with the College Dean or Vice President of Academic Affairs and other members of the College community focused on representing the interests of the College Adjunct Faculty Employee Group.

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D. Duty and Obligation Performance and Problem Resolution

AFA Board Members have a responsibility to carry out their duties and obligations to the best of their abilities and seek assistance, training, and acquire such knowledge as necessary to do so.

The duality of AFA Board Member duties and responsibilities require different performance problem identification and problem resolution processes.

AFA Board Duty Performance and Problem Resolution

In carrying out their AFA Board Duties, AFA Board Members report to the AFA Board.

The AFA President has the responsibility of tracking duty performance, and providing guidance in the carrying out of those duties.

A primary responsibility of AFA Board Members is attendance at AFA Board Meetings, AFA Committee Meetings and where required AFA Sponsored Events. The AFA Secretary, AFA Committee Chair and the AFA Sponsored Event Chair shall keep attendance records in order to effectively facilitate assessing the fulfilling of this responsibility.

AFA Board Members who miss two or more AFA Board meetings will have the question of their continuance as an AFA Board Member brought before the AFA Board at each meeting at which they are absent. The AFA President will speak regarding the missing AFA Board Member's performance in their AFA Duties and their MCCCC Contractual Obligations. The AFA Board will vote to continue or remove the missing AFA Board Member.

If there are concerns, in the AFA President's judgment, regarding an AFA Board Member's performance of their AFA duties and the performance has not been corrected after requests to do so, the AFA President will bring the AFA Board Member's performance before the Executive Committee for discussion.

The Executive Committee upon discussing the AFA Board Member's performance may recommend to the AFA Board that the AFA Board Member be removed or request that the AFA President take additional remedial action.

MCCCC Contractual Obligation Performance and Problem Resolution

In carrying out their MCCCC Contractual Obligations, AFA Board Members report to the AFA President as their supervisor. The AFA President has the responsibility of tracking MCCCC Contractual Obligation performance, and providing supervisory guidance in the carrying out of those MCCCC Contractual Obligations.

If there are concerns, in the AFA President's judgment, regarding an AFA Board Member's performance of their MCCCC Contractual Obligations and the performance has not been corrected after requests to do so, the AFA President will bring the AFA Board Member's performance before the Executive Committee for consultation.

After consultation with the Executive Committee regarding the performance concerns of an AFA Board Member of their MCCCC Contractual Obligations, the AFA President may recommend that the AFA Board Member be removed from the AFA Board or the AFA President may take additional remedial action.

In extreme cases, the AFA President may suspend an AFA Board Member from carrying out MCCCC Contractual Obligations and, if appropriate, suspend related compensation until such time as the AFA Board can act on a recommendation by the AFA President that the AFA Board Member be removed.

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E. Standing Committees

The AFA Board may designate a committee or committees, standing or temporary, to meet the needs of the AFA. The AFA Board may designate Members who are not AFA Board Members to serve as non-voting members on any committee.

1. Bylaws Committee

Members of this Committee review and make recommendations for any AFA Bylaws and Policy additions, deletions, or changes. Recommendations are made to the AFA Board for possible adoption.

2. Elections Committee

This Committee generates nominations for AFA Officers and supervises the elections of AFA Officers during the April AFA Board meeting. The Committee also establishes the timeline needed to carry out these activities.

3. Membership Committee

Members of this Committee are responsible for Membership recruitment and retention programs, developing services for our Members, and fund raising for the AFA to support various efforts the AFA Board has approved.

This Committee is responsible for:

- a. Membership registration, verification, renewal.
- b. Fundraising.
- c. Membership database development and maintenance.

4. Communication Committee

Members of this Committee ensure that communications between Adjunct Faculty and the AFA is operating optimally, utilizing the various channels available and adopted by the AFA Board. This includes updated website information and other forms of information transmittal.

This Committee is responsible for:

- a. Publications such as the Adjunct Faculty Connection, invitations, notices, and promotional materials.
- b. Survey creation, messaging, monitoring, and reporting.
- c. Web creation, update and maintenance.
- d. Networking channels such as broadcast, discussion boards, Facebook, and LinkedIn.

5. Education Committee

Members of this Committee are responsible for promoting Professional Development for Adjunct Faculty and working with District entities, such as Maricopa Center for Learning and Instruction, to provide professional development programs and opportunities. These activities include the Fall Workshop and Spring Conference.

This Committee is responsible for:

- a. Educational needs analysis and long range planning.
- b. Inventory MCLI and EOLT offerings and document effectively for Adjunct Faculty.
- c. Identify and recommend additions and changes to MCLI and EOLT offerings.
- d. MCCCD Faculty Development Committee participation and coordinate direction.
- e. Identify and recruit Adjunct Faculty subject matter experts.

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6. Conference Committee

Members of this Committee are responsible for organizing the Fall Workshop and Spring Conference.

This Committee is responsible for:

- a. Conferences: Fall and Spring implementation.
- b. Training Events and Educational Series promotion, support and facilitation.
- c. Recruit Speakers: Keynote and Experts
- d. Adjunct Faculty Participation Recognition

7. Practices Committee:

Members of this Committee gather and publish Adjunct Faculty related practices.

This Committee is responsible for:

- a. Practices identification and documentation.
- b. Practices repository organization and maintenance.

Areas of Practices include:

- a. Assessment
- b. Inclusion and Diversity
- c. Learner-Centered Teaching Pedagogies
- d. Professional Commitment
- e. Scholarship of Teaching and Learning
- f. Technology and Innovation
- g. Civic and Global Engagement Leadership

8. Recognition Committee:

Members of this Committee review and manage current recognition programs and propose new programs. The Committee makes recommendations to the AFA Board for action.

This Committee is responsible for:

- a. Recognition of Adjunct Faculty performance (Outstanding Adjunct Faculty).
Including developing criteria and facilitating process.
- a. Recognition of Adjunct Faculty longevity.
Including developing criteria and facilitating process.
- b. Recognition of college Adjunct Faculty best or new practices.
Including developing criteria and facilitating process.
- c. Awarding Scholarships.
Including type selection, developing criteria and facilitating process.

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F. Communication Guidelines and Problem Resolution

The following are guidelines to the communication conduct of business among AFA Board Members.

AFA Board communication is privileged information and is confidential and not for publication except through designated channels by designated AFA Board Members. AFA Board Members breaching the responsibility to keep AFA Board communication confidential may be disciplined by the AFA Board up to and including removal from the AFA Board.

E-mails are written communications that are a matter of record and thus can be used for legal purposes.

The AFA Board supports using e-mail for business communications for transmitting information, asking questions, generating civil responses pertinent to the issue being discussed, and receiving clarification and understanding of an issue.

If e-mail communication cannot be maintained as a business communication, kept to those areas of information exchange and civil response, the AFA Board Member is to perform the exchange with individuals involved by phone, in person, or during an AFA Board or AFA Committee meeting to resolve any misunderstanding before they respond to an e-mail.

The AFA Board does not and will not condone any e-mails sent that uses language that disparages the character of any AFA Board Member, other members of the Maricopa Community Colleges, or members of the general public.

The AFA Board does not and will not condone individual actions taken by AFA Board Members that specifically disparage any AFA Board Member, other members of the Maricopa Community Colleges, or members of the general public in public settings and meetings where the AFA Board Member is acting in the capacity as an AFA Board Member and/or AFA College Representative.

If disparaging action takes place, the AFA Board Member taking the action will be asked to explain his or her actions, discussion will be allowed to determine the accuracy of the allegations of negative personal characteristics, and then a vote will be taken to determine if said AFA Board Member needs to be disciplined by the AFA Board up to and including removal from the AFA Board.

If in the course of performing the duties of an AFA Board Member or AFA College Representative, an AFA Board Member believes that he or she has experienced negative personal attacks that disparage his or her character the Grievances procedure must be followed.

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G. Email Conventions

The conventions to be used relating to Email is as follows:

1. 24 hours is the generally expected email response time by Executive Committee members.
72 hours is the generally expected email response time by AFA College Representatives.
2. The subject line of all email to AFA Board members should begin with "AFA " to allow for quick identification.
3. ontherecord@myafa.org should be copied (bcc or cc) on all emails to constituencies other than the AFA Board and its committees.
4. Identify yourself effectively as an AFA College Representative to constituencies other than the AFA Board and its committees by using an appropriate email signature to include the following basic components:

Name: Phil Jalowiec

Id: AFA College Representative PVC

Email: phillip.jalowiec@myafa.org

URL: For more information visit: <http://www.myafa.org/colleges/pvc.html>

Feel free to add additional personal information related to your role as Adjunct Faculty within MCCCD:

PVC Business/IT Adjunct Faculty

CIS262AD – C# Programming Level II

602-953-9400

Do not include information that is related to:

- a. Private or personal business.
 - b. For-profit activities (sales, consulting for pay, ...)
 - c. For-profit businesses.
5. Assume that the subject line and the first paragraph are the only email content that will be read unless the content compels additional reading.
 6. Clearly identify action being requested from AFA Board Members and the timeline and form of response you are seeking as early in the email as possible.
 7. Emails should be directed to an individual's or committee's myafa.org address.
This ensures the email is going to all the individuals who should see it and to the email address(s) of their choice.
 8. board@myafa.org covers all current board members including the Executive Committee but excludes Advisory Committee members.
 9. advisory.committee@myafa.org is only added as a recipient to emails for information directly related to an upcoming Board Meeting or on specific/significant communication for which we might want Advisory Committee member input.
 10. elect.executive.committee@myafa.org covers the newly elected Executive Committee members and must be added from April elections to through June 30 to recipients for emails to either board@myafa.org or executive.committee@myafa.org.

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H. File Conventions

1. Microsoft Word doc (not docx) and Adobe Acrobat (pdf) formats should be utilized.
2. There should be no spaces in the file name.
The file name should be made up of concatenated capitalized words and/or “_” separated.
Example: AFA_Board_Agenda
3. Assume a document will have revisions and append a date in one of these two forms:
AFA_Board_Agenda_20110602 or AFA_Board_Agenda_2011_06_02
4. For revisions on the same date, append a letter (B, C, D, ...) to the name of succeeding revisions.
AFA_Board_Agenda_20110602B

I. Media Contact and Communication

AFA Board Members are required to refer all calls or queries from the media to the AFA President.

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J. Grievances

The following procedure shall be used for resolving any AFA Board Member's grievances:

1. The AFA Board Member should seek to resolve the dispute with any other AFA Board Member before bringing it to the Executive Committee, if possible.
2. The AFA Board Member shall provide a written dated description of the grievance to any AFA Officer. In addition, information relevant to the grievance must be presented at this time. The actions the AFA Board Member has taken to resolve the issue on his or her own will be presented.
3. The AFA Officer will share the grievance information with the rest of the Executive Committee within 24 hours of receiving it. The AFA Secretary will provide a written dated acknowledgement of the grievance to the person raising it within 72 hours of receipt by the original AFA Officer.
4. The Executive Committee as chaired by the President shall facilitate proper documenting of the grievance and effective notification of the parties involved in a timely manner not to exceed 120 hours.
5. The Executive Committee as chaired by the President shall facilitate an effective and timely resolution process that may vary depending upon the grievance. The resolution process must be fully documented and must include on-going timely notice to the parties involved and the Executive Committee.
6. The Executive Committee as chaired by the President shall report to the AFA Board on the occurrence of such grievances within 72 hours of receipt. The AFA President shall notify the AFA Board of the status of the processing of the grievance at least at each subsequent AFA Board meeting until the grievance process is complete. This process must be completed within 90 days from the date the grievance was first raised.
7. If the President and the Executive Committee is unable to successfully resolve the grievance within 90 days, the AFA Board Member raising the grievance may bring the grievance before the entire AFA Board for resolution. The AFA Board must act on the grievance at the next AFA Board meeting. The AFA Board shall provide a written response to the grievance. This decision shall be final, unless the AFA Board Member raising the grievance feels his or her civil rights have been violated. In that case the AFA Board Member may take action outside of this grievance process.
8. Communication regarding AFA Board Member grievances shall be confidential, and shared with no one outside of the AFA Board.
9. Failure to follow the grievance procedure shall result in censure and possible removal from the AFA Board.

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K. College Representative Selection Process

The College Representative for each College of the MCCCDC is from among the Members who have taught part-time temporary instructional assignments within the College during the current or previous AFA fiscal year.

The College Representative is approved by the Board based on a designation by their respective College through communication provided to the Executive Committee.

The Executive Committee shall on a yearly basis reconfirm the designation of the College Representative by their respective College.

Should the College fail to designate a College Representative within 60 days from a vacancy or end of term, the Executive Committee must designate a College Representative within 30 days.

The process utilized to select the College Representative designee is preferred to be based on an open solicitation for the position and based on a comparative review of responses to the Applicant Questions according to the Evaluation Rubric established for the College Representative position.

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Policy Revisions

Section	Change	Revised	Adopted
Introduction	Describe purpose of document. Describe revision and adoption.	24Jul11	28Aug11
Duties	Switch Treasurer and Secretary Committee Responsibilities.	02Sep11	28Aug11
MCCCD Contractual Obligations	Switch Treasurer and Secretary Committee Responsibilities.	02Sep11	28Aug11
Duty and Obligation Performance and Problem Resolution	Describe governing requirement. Describe different processes between AFA Duties and MCCCD Contractual Obligations	24Jul11	28Aug11
Standing Committees	Reflect Bylaws and combine previously published material.	24Jul11	28Aug11
Communication Guidelines and Problem Resolution	Reformulate as policy from motion. Combine talk by phone or in person clauses. Tie to Grievance policy. Cover confidentiality of communication. Correct term usage.	24Jul11	28Aug11
Email Conventions	BCC or CC ontherecord@myafa.org Signature Content	15Aug11	28Aug11
File Conventions	Enumerate conventions	12Jul11	28Aug11
Media Contact and Communication	Specify requirement	27Jul11	28Aug11
Grievances	Adoption. Correct term usage.	23Jul11	28Aug11
College Representative Selection Process	Adoption.	25Sep11	25Sep11