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INTRODUCTION

Since Fall 2004, the College has had a shared governance model that promotes a participatory and collaborative culture where employees are well informed and involved in policy development and decisions that match their areas of expertise. The HCC governance system stresses support of mission-based institutional interests over that of individuals or sub-groups with the identified outcomes of better informed decision-making, improved campus communications, more employee recognition events and more opportunities for employees to communicate with one another. Open and frank communication within the College community encourages forums for considering ideas, issues, and concerns.

HCC’s shared governance model consists of cross-constituent groups. Governance groups that deal primarily with faculty issues have a majority of faculty members, but with representation by administration and staff. Administration and staff committees are comprised primarily of administrators and staff, with faculty representation. The Governance Council, which consists of representatives from all constituent groups, acts as a “ways and means committee” to monitor the health of the governance system. It does not function as a policy or campus issue decision-making body.

This annual governance report highlights HCC’s decision-making and governance system accomplishments and challenges during 2006 – 2007. The report includes updates and issues addressed by the standing governance and ad hoc committees, as well as strengths and areas of recommended improvements identified by committee co-chairs. As HCC’s decision-making and governance system has evolved, adjustments and revisions to assignments and roles have occurred as necessary.
GOVERNANCE COUNCIL

The Governance Council, chaired by the President, is the clearinghouse for shared governance concerns and issues on campus. It ensures that the decision-making structure is working at HCC, addressing concerns while making sure that committees are adequately staffed to study issues and make appropriate recommendations. With its focus on process, the Council assigns issues to the appropriate governance body or administrative unit if an issue is operational, as well as approves changes to the governance structure, such as naming sub-committees to work within a standing committee.

There were two joint meetings during the academic year (AY) between the Governance Council and committee co-chairs. These meetings primarily served as progress meetings, but were very helpful in facilitating communication and in clarifying assignments. The co-chairs offered constructive suggestions, which are presented in this report, for improving the governance system.

In an effort to enhance communication and build trust, three open forums were held and all employees were encouraged to attend. The format includes addressing questions submitted by employees in advance, which gives executive staff to research topics if necessary, as well as answering questions from the floor.

SUCCESSES OF THE HCC GOVERNANCE SYSTEM:

- Eight policies were developed and approved by the Board from July 2006 through September 2007 as a result of the work of shared governance and ad hoc committees.
- There appears to be a growing acceptance of the evolving decision-making and governance structure.
- Assignments have been clarified, resulting in more efficient committee work and outcomes.
- Joint meetings between the Governance Council and co-chairs have been helpful in facilitating communication and in clarifying assignments.
- Open forums were positively viewed as a way to foster communication and trust.
- The Governance Council more clearly delineated the intent of assignments, particularly if a committee was asked to develop procedures/guidelines to implement a proposed policy.
- Committee minutes were posted to the Intranet upon receipt in the Office of Planning and Institutional Effectiveness.
CHALLENGES/PLANNED IMPROVEMENTS:

- Though the Board minutes, which document approval of policies, are posted on the College’s web site, additional internal communication is desired regarding the disposition of policies after they have moved forward from a committee to the President. A more consistent feedback process for informing the College community of Board approved policies is desired and needs to be followed uniformly by committee chairs.
- Examining both policies and procedures is complicated and time consuming and the Council is trying to limit such assignments. If such an assignment is necessary, explanation or expectations of the committee’s role must be clearly delineated by the President.
- Due to schedules, it is difficult to have active, consistent student involvement on committees.
- Committees sometimes feel overwhelmed by the number of assignments and, at times, have difficulty determining priorities. The Governance Council will make a concerted effort to clearly indicate, when appropriate, priority assignments, which will include a timeline.

INSTITUTIONAL CLIMATE

Annually, every winter from 2002 through 2006, the Governance Council coordinated a climate survey by providing survey questions assessing campus opinion regarding campus climate and the decision-making system. With response rates that varied from a low of 42% (2004) to a high of 54% (2006), the Governance Council decided to defer the survey for a year. Methodology for employee feedback regarding organizational climate was discussed in Governance Council meetings throughout 2006, with suggestions ranging from focus groups to a different survey instrument. The Council determined in its September 2007 meeting that it would study survey instruments that have been used by other institutions/organizations during the fall semester, with the goal of surveying the College community in February 2008.

GOVERNANCE COMMITTEES

STANDING COMMITTEES

Standing committees are created for a specific purpose or to study a particular issue. These committees provide a forum for the development of broad consensus and recommendations on college-wide matters. Standing committees are co-chaired by an administrator and a faculty member, and include representatives of all areas of the College.
Faculty members on committees are appointed by the Faculty Assembly and non-faculty are appointed by the President.

**Teaching and Learning Committee**

The Teaching and Learning Committee considers and makes policy recommendations regarding the College’s environment in support of excellence in teaching and learning, particularly in academic support services such as learning technologies, distance learning, tutoring services, workplace learning, and career development services. The Teaching and Learning Committee is co-chaired by the Director of Instruction and a faculty member and reports to the Vice President of Academic Affairs.

**SUCCESSES:**
- The committee presented and received Board approval in June 2007 for flexible scheduling for faculty.
- The leadership and membership of this committee stabilized in 2006-2007.

**CHALLENGES:**
- Due to the nature of some assignments, there is overlap with some assignments and issues with the Academic Standards, Outcomes Assessment and Faculty Affairs Committee. As a result, clarification was been needed and re-assignments were made as a result of further review by the President and Governance Council.


**Academic Standards, Assessment and Faculty Affairs Committee**

The Academic Standards, Assessment and Faculty Affairs Committee (ASOAF) considers and makes recommendations on policies that support and maintain high academic standards, assessment methodologies and systems with emphasis on student learning outcomes, and faculty affairs, though it does not address faculty personnel decisions. The committee, co-chaired by the Vice President of Academic Affairs and a faculty member, reports to the President.
\textbf{SUCCESSES:}

- Two policies were recommended by the ASOFA Committee and approved by the Board of Trustees. The study topics addressed by the policies had been of long standing concern to Student and Academic Affairs. (See page 10 for a listing of approved policies.)

\textbf{CHALLENGES:}

- Committee members often expressed feelings of being overwhelmed by the number of assignments.

See Appendix C for an update of the 2007 - 2008 assignments for the Academic Standards, Outcomes Assessment and Faculty Affairs Committee.

\textbf{Curriculum Development and Review Committee}

The primary task of the Curriculum Development and Review Committee (CDRC) is to review and recommend approval of new courses and programs of study at the College. Curriculum review assures that new programs and courses meet college and state standards, such as general education requirements for programs, compliance with the official college course syllabi format, or disputes of discipline coding of courses. This task is very time-consuming and requires most of the group’s meeting time. The CDRC does not oversee matters relating to the rigor of courses or programs, which is the responsibility of appropriate faculty and academic officers. The CDRC is co-chaired by the Vice President of Academic Affairs and a faculty member and reports to the President.

\textbf{SUCCESSES:}

- The CDRC reviewed and recommended for approval courses and new programs for inclusion in the 2007-2008 catalog as the College’s offerings continue to grow.

\textbf{CHALLENGES:}

- The CDRC struggles with allocating time for other assignments because the review of new courses and programs has been very time consuming.
- A matrix/chart with a listing of program and curricular changes needs to be developed for curriculum management.

See Appendix D for details of the committee’s assignments for 2007 - 2008.
Student Affairs Committee

The Student Affairs Committee (SAC) considers and makes recommendations on policies regarding services and activities that support, enhance and maintain the learning process and student achievement. The Student Affairs Committee is co-chaired by the Dean of Student Affairs and a faculty member. The SAC reports to the President.

SUCCESSES:
• The Student Affairs Committee has exemplified team work within the committee, as well as collaboration with other governance committees.
• Comprehensive in nature, the Student Drug and Alcohol Abuse Policy was approved by the Board in March 2007 and is now in effect.

See Appendix E for a full listing of the Student Affairs Committee’s 2007 - 2008 assignments.

Administrative and Information Technology Services Committee

The Administrative and Information Technology Services Committee considers and makes recommendations on policies regarding services and activities that support, enhance and maintain the quality of services and facilities for students and staff. It facilitates coordination of activities related to health and safety issues, facilities, and auxiliary services, as well as institutional issues related to IT applications, computer networks and telecommunications. The committee, co-chaired by the Vice President of Administration and Finance and a faculty member, reports to and makes recommendations to the President.

SUCCESSES:
• Some of the assignments were deemed procedural or within the purview of an administrative unit and were revised or removed from the assignment list for this committee.

CHALLENGES:
• Due to the nature of this committee, there is a backlog of assignments, which has been frustrating at times to committee members.

See Appendix F for the Administrative and Information Technology Services Committee assignments for 2007 - 2008.
Human Resources Committee

The Human Resources Committee (HRC) considers and makes recommendations on personnel policies, including conditions of employment, staff and faculty diversity, human resources procedures, health insurance, benefits, leave and retirement, and professional development. The committee does not address matters of employee evaluation, tenure, promotion, dismissal, or salary and benefits administration. The Human Resources Committee, co-chaired by the Director of Human Resources and a faculty member, reports to and makes recommendations to the President.

SUCCESSES:
- The policy for employee and retiree tuition waiver was approved in September 2007.
- Team members worked diligently to meet their responsibilities. The faculty co-chair, often without the HR Director, led the group in a positive and professional manner.

CHALLENGES:
- The President determined that leadership by the HR Director is critical to the success of the HRC and the credibility of the HR function. Therefore, the HR Director was expected to fulfill his obligation as administrative co-chair. However, overwhelmed by job responsibilities and family concerns, he was unable to fulfill this obligation.
- Better communication among and between committee members and the College community is critical in building credibility for the HR function.

See Appendix G for the 2007 - 2008 assignments for the Human Resources Committee.
### SUMMARY OF POLICIES DEVELOPED THROUGH STANDING GOVERNANCE COMMITTEES IN 2006 - 2007

The following list is a summary, by committee, of new policies established through the shared governance model from July 2006 – September 2007.

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>POLICY</th>
<th>BOARD ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Standards, Outcomes Assessment and Faculty Affairs</td>
<td>Course Repeats Policy</td>
<td>Approved on 06/19/07</td>
</tr>
<tr>
<td>Academic Standards, Outcomes Assessment and Faculty Affairs</td>
<td>Incomplete Grade and Dean’s List Eligibility Policy</td>
<td>Approved on 02/20/07</td>
</tr>
<tr>
<td>Teaching and Learning Committee</td>
<td>Flexible Scheduling for Full-time Faculty Policy</td>
<td>Approved on 06/19/07</td>
</tr>
<tr>
<td>Human Resources Committee</td>
<td>Employee and Retiree Tuition Waiver Policy</td>
<td>Approved on 09/26/07</td>
</tr>
<tr>
<td>Student Affairs Committee</td>
<td>Student Drug and Alcohol Abuse Policy</td>
<td>Approved on 03/20/07</td>
</tr>
<tr>
<td>Ad Hoc Committee on Award of Emeritus</td>
<td>Comprehensive Emeritus Policy and Revisions</td>
<td>Approved on 10/17/07; Revisions on 11/17/07</td>
</tr>
</tbody>
</table>

### POLICY REVISIONS/UPDATES

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>POLICY</th>
<th>BOARD ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President, Administration and Finance and Director of Finance</td>
<td>Investment Policy Revisions</td>
<td>Approved on 09/26/07</td>
</tr>
<tr>
<td>Dean of Student Affairs</td>
<td>Student Residency Tuition Policy Revisions</td>
<td>Approved on 09/26/07</td>
</tr>
</tbody>
</table>
AD HOC COMMITTEES

Ad hoc committees are created by the Governance Council and/or the President for a specific purpose or to study a particular issue. Such committees typically are dissolved upon completion of the study after recommendations have been made to the body or individual assigned within the charge statement. The President gives each ad hoc committee its charge or mission in writing, including expected outcomes and a timeline for completion of the study. The chart below highlights topics assigned to ad hoc committees in 2007 – 2008 and their progress to date.
### AD HOC COMMITTEE ASSIGNMENTS IN 2006 - 2007

<table>
<thead>
<tr>
<th>COMMITTEE NAME</th>
<th>COMMITTEE CHARGE</th>
<th>STATUS OF WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad Hoc Salary and Benefits Research Committee</td>
<td>Charged with reviewing and assessing current full-time employee salaries and making recommendations to the President</td>
<td>Recommendations accepted by the Board of Trustees in March 2007</td>
</tr>
<tr>
<td>Ad Hoc Multicultural Committee</td>
<td>Charged with promoting educational, cultural, and professional development programs to infuse diversity into the curriculum as well as promote student learning and appreciation of our differences and similarities</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ad Hoc Pride and Recognition Committee</td>
<td>Charged with initiating a pilot employee relations program designed to improve and maintain high employee morale</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ad Hoc Committee on Award of Emeritus</td>
<td>Charged with developing policy and criteria for the awarding of emeritus status for faculty, administrators and trustees</td>
<td>Policy approved by Board of Trustees in October 2006</td>
</tr>
<tr>
<td>Faculty Third Semester Compensation Ad Hoc Study Group</td>
<td>Charged with developing a compensation model for compensation to faculty beyond their annual contract or alternative assignments</td>
<td>Model approved by Board of Trustees in September 2006</td>
</tr>
<tr>
<td>Ad Hoc Safety and Security Committee</td>
<td>Charged with reviewing current policies, procedures and practices to maintain a safe and secure campus</td>
<td>Currently meeting</td>
</tr>
<tr>
<td>Web Site Analysis and Development Committee</td>
<td>Charged with reviewed the College’s web site and making recommendations on improvements or enhancements that should be made.</td>
<td>Recommendations accepted by the Board of Trustees in June 2007</td>
</tr>
</tbody>
</table>
APPENDICES
APPENDIX A

2007 - 2008 Governance Committee Memberships

Terms of office run July 1 - June 30, 2008 or July 1 - June 30, 2009. Term expiration date is found in parentheses after committee member’s name.

** Denotes co-chair

GOVERNANCE COUNCIL

1. Guy Altieri, President **
2. Anna Barker, Vice-President of Administration and Finance
3. Terri Bidle, Professor of Biological Sciences (2009)
5. Thomas Clemens, Professor of History and Political Science (2008)
6. Barbara Macht, Dean of Planning and Institutional Effectiveness
7. Judith Oleks, Vice-President of Academic Affairs
8. Donna Rudy, Dean of Student Affairs
10. Tammy Strite, Administrative Office Associate II (2009)
11. Spring Ward, Faculty Assembly Chair (2008)

TEACHING AND LEARNING COMMITTEE

2. Peggy Hutson, Coordinator of Distance Education Technology (2008)
3. Tom Seward, Assistant Professor of Foreign Language (2009)
5. Suzannah Moran, Assistant Professor of Geography (2009)
6. Tom Crawford, Assistant Professor of Mathematics and Business (2009)
7. Gerald Haines, Director of Instruction**
8. Stephen Shank, Associate Professor of IST (2008) **
9. Rosemary Nickerson, Professor of Biology (2009)

Associate member: Terri-Lee Hall
CURRICULUM DEVELOPMENT AND REVIEW COMMITTEE

1. Ann Clark, Assistant Professor of English (2009) **
2. Frances Cade, Assistant Professor of Human Services (2009)
4. Mike Martin, Academic Advising Coordinator (2009)
6. Judith Oleks, Vice-President of Academic Affairs **
7. Marlys Palmer, Professor of Health and Physical Education (2009)
8. Margaret Spivey, Director of Technology and Computer Studies (2008)
10. Sonja Barnes, Instructor of Nursing (2009)

Associate members:
LuAnn Fisher
Judy Gerhart

ACADEMIC STANDARDS, OUTCOMES ASSESSMENT AND FACULTY AFFAIRS

1. Jennifer Fisher, Director of Admissions, Records and Registration (2009)
2. Trudy Gift, Professor of IST (2009) **
4. Melinda May, Assistant Professor of English and Humanities (2008)
5. Judith Oleks, Vice-President of Academic Affairs **
7. Brad Shepard, Research and Assessment Coordinator (2009)
9. Diane Weaver, Director of Organizational Development & Special Projects (2008)

STUDENT AFFAIRS COMMITTEE

1. Joan Bontempo, Instructor of Art Appreciation/Art History (2008)**
2. Michael Parsons, Professor of Sociology (2008)
4. Carolyn Cox, Director of Student Financial Aid (2009)
5. Donna Rudy, Dean of Student Affairs **
6. Carol Rowland, Accounts Receivable Associate (2008 – one year appointment)
7. Lindsey Hollingshead, SGA Vice-President (2008)
ADMINISTRATIVE AND IT SERVICES COMMITTEE

1. Anna Barker, Vice-President of Administration and Finance **
2. Craig Fentress, Director of Information Technology
3. Carolyn Hoover, Administrative Office Associate II (2009)
4. Joe Marschner, Instructor of Music and Drama (2009) **
5. Robin Thomas, Administrative Office Associate (2009)
7. Anne Myers, Lifelong Learning Coordinator (2008)

HUMAN RESOURCES COMMITTEE

1. Tish Mehalow, Library Assistant (2008)
2. Robert Simmers, CVT Program Coordinator (2009)
3. Ted Guarriello, Instructor of Industrial Technology (2009)
4. Richard Gagliardi, Instructor of Accounting (2008)
5. Dawn Reed, Research Associate, (2009)
6. Director of Human Resources ** - Barbara Macht, Dean of Planning and Institutional Effectiveness (interim appointment)

Updated: 10/03/07
<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>STATUS</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop/review library acquisition policy (books, periodicals, data bases).</td>
<td>Assignment Completed (Date)</td>
<td>To be Studied (Approx. date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Establish written credit to contact hour standards for lecture, lab, clinical and other experiential courses, as well as independent study.</td>
<td>FY 08</td>
<td></td>
</tr>
<tr>
<td>3. Develop a policy for awarding credit for life experiences.</td>
<td>Fall 2007 Priority</td>
<td></td>
</tr>
<tr>
<td>ASSIGNMENT</td>
<td>STATUS</td>
<td>DATE AND PROGRESS</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Review basic skills course placement/exit criteria and the College’s entry assessment criteria, with particular emphasis on who is assessed and who receives waivers and develop policy accordingly.</td>
<td>Priority XX</td>
<td>Draft of policy will go to Dr. Altieri in Fall 2007. Need to review statement in catalog for accuracy.</td>
</tr>
<tr>
<td>2. A policy regarding a time limit for completion of discontinued programs should be established.</td>
<td>XX</td>
<td>Research from other community colleges will be used to help formulate HCC’s policy.</td>
</tr>
<tr>
<td>ASSIGNMENT</td>
<td>STATUS</td>
<td>DATE AND PROGRESS</td>
</tr>
<tr>
<td>------------</td>
<td>--------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>To be Studied (Approximate date)</td>
<td>Currently Under Study (Date)</td>
</tr>
<tr>
<td>3. Develop a policy for the evaluation of letters of recognition (LORS) and for short-term certificates.</td>
<td>Spring 2008</td>
<td></td>
</tr>
<tr>
<td>4. Develop policy statements regarding eligibility for independent study, guided instruction, and study problem classes.</td>
<td>Spring 2008</td>
<td></td>
</tr>
<tr>
<td>ASSIGNMENT</td>
<td>STATUS</td>
<td>DATE AND PROGRESS</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Establish a process for Curriculum Committee regarding and communicating curriculum changes at the course and program levels to appropriate units/groups.</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007- Spring 2008</td>
</tr>
<tr>
<td>2. Review/recommend approval of courses and programs</td>
<td>Currently Under Study (Date)</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### CURRICULUM DEVELOPMENT AND REVIEW COMMITTEE
### 2007 – 2008 Assignments
### Continued

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>STATUS</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Develop a policy regarding how HCC will accept credit from advanced high school work (advanced placement, International Baccalaureate (IB), etc.).</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007</td>
</tr>
<tr>
<td></td>
<td>Currently Under Study (Date)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assignment Completed (Date)</td>
<td></td>
</tr>
</tbody>
</table>
# Appendix E

## Student Affairs Committee
### 2007-2008 Assignments
(Updated 09/26/07)

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Date</th>
<th>Status</th>
<th>Date and Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a policy statement for an administrative withdrawal system.</td>
<td>Fall 2007</td>
<td>Can Currently Under Study</td>
<td>Committee will study the feasibility of an administrative withdrawal system and develop policy accordingly.</td>
</tr>
<tr>
<td>2. Examine the need/ feasibility of a faculty signature (as part of the policy/process) for withdrawal from courses.</td>
<td>Spring 2008</td>
<td>Can Assignment Completed</td>
<td>Currently, students are not required to attain a faculty signature before they withdrawal from a courses. The pros and cons of this process should be examined as part of this assignment.</td>
</tr>
</tbody>
</table>
## APPENDIX F
### ADMINISTRATIVE AND IT SERVICES COMMITTEE
### ASSIGNMENTS FOR 2007 - 2008
(Updated September 24, 2007)

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>STATUS</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Explore a policy on making direct deposit the standard approach to dispersing full-time employee payroll.</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007</td>
</tr>
<tr>
<td>2. Develop a policy governing the use of college vehicles.</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007</td>
</tr>
</tbody>
</table>
### ASSIGNMENT

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>STATUS</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Develop a policy on speech, commercial solicitation and proselytizing on campus.</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007 09/24/07: Expand to include employees, as well as students and external persons/groups</td>
</tr>
<tr>
<td>4. Develop a policy and guidelines for fund raising by campus groups.</td>
<td>Currently Under Study (Date)</td>
<td></td>
</tr>
<tr>
<td>5. Develop a campus parking policy to include overnight parking, towing, etc.</td>
<td>Assignment Completed (Date)</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX G

### HUMAN RESOURCES COMMITTEE
#### 2007-2008 ASSIGNMENTS
(Updated 09/25/07)

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>STATUS (please check appropriate box)</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop policy statements regarding the College’s support of professional development and tuition waiver.</td>
<td>To be Studied (Approximate date)</td>
<td>Fall 2007 Differentiate the differences between professional development (PD) and tuition waiver. Note: PD is “umbrella term.” Policy should be broad in nature and tie to Employee Handbook.</td>
</tr>
<tr>
<td>2. Develop a policy for utilization of sick leave for faculty and non-faculty.</td>
<td>Currently Under Study (Date)</td>
<td>Assignment Completed (Date)</td>
</tr>
</tbody>
</table>
### ASSIGNMENT

3. Develop a Break in Service/Credited Service policy.

### STATUS (please check appropriate box)

<table>
<thead>
<tr>
<th>ASSIGNMENT</th>
<th>To be Studied (Approximate date)</th>
<th>Currently Under Study (Date)</th>
<th>Assignment Completed (Date)</th>
<th>DATE AND PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Develop a Break in Service/Credited Service policy.</td>
<td></td>
<td></td>
<td></td>
<td>Bridge of Service is a policy that determines whether or not an employee who has terminated and then returns to HCC would be eligible to resume their prior hire date and the benefits that go along with it. At Cornell U: The university protects and restores the credited service of former staff who return to a regular Cornell employment status position before their break in service exceeds their prior credited service. Such staff members will have their prior service restored. (All previous employees who held regular full-time, regular part-time, or benefits eligible temporary, nonacademic positions are eligible if their break in service was after July 1, 1976.)</td>
</tr>
</tbody>
</table>

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**Note:** The table and text are based on the content extracted from the image. The formatting may differ from the original document.