



**STAFF AND PROGRAM
DEVELOPMENT PLAN**

July 1, 2016

PREFACE

The Northwest Florida State College Staff and Program Development Plan is the result of the cooperative efforts of faculty, staff, and administrators from across the college. The primary purpose of the plan is to provide a framework to support enhancement of the talents and skills of college personnel and to expand and improve college programs, offerings, and services. The plan is reviewed and updated annually by the Staff and Program Development Committee and approved by the Board of Trustees each spring.

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NORTHWEST FLORIDA STATE COLLEGE

Staff and Program Development FIVE-YEAR GOAL PLAN July 1, 2013- June 30, 2018

The Staff and Program Development (SPD) activities of Northwest Florida State College must be directly related to the mission, goals, and objectives of the institution as it seeks to reach its full potential of service. The College-Wide Staff and Program Development Committee have responsibility for implementing the Staff and Program Development activities and for recommending the annual SPD budget. The budget funding level is determined each year by the Board of Trustees and reflects appropriate Florida rule and statute.

Annually, the Committee develops a five-year update of goals which direct the SPD activities of the institution. The goals, as presented below, give direction and support to the activities of Staff and Program Development.

- I. GOAL:** Evaluate institutional effectiveness and use the results in a broad-based, continuous planning and evaluation process.

OBJECTIVES:

- A. Establish procedures for planning and evaluation of College programs and services.
- B. Support institutional research activities.

- II. GOAL:** Enhance the educational programs of the College through the development of the talents, skills, and preparation of the professional and support personnel of the College.

OBJECTIVES:

- A. Provide professional travel opportunities.
- B. Provide in-service programs.
- C. Support extended studies leaves.

- III. GOAL:** Develop and implement the College three-year plan to fully implement the Florida Educational Equity Act.

OBJECTIVES:

- A. Support programs and activities designed to enhance educational opportunity.
- B. Provide support to minority students in educational programs.

- IV. GOAL:** Support planning and development activities to assist the College in its role in economic development in the College service district.

OBJECTIVES:

- A. Support the acquisition of equipment, as appropriate, to initiate new programs.
- B. Promote community and college seminars related to economic development.

V. GOAL: Establish an environment based on an interest in the student and a commitment to student success at the institution.

OBJECTIVES:

- A. Review strengths and weaknesses of the institution as they relate to serving students instructionally and administratively.
- B. Provide programs and services to enhance the ability of staff members to interact with students in a successful way.

VI. GOAL: Evaluate the effectiveness of the Staff and Program Development function at the College by reviewing the committee process, the application process, and the contribution of each SPD Project.

OBJECTIVES:

- A. Develop clear and precise Committee procedures.
- B. Develop criteria to measure effectiveness and develop an expectation of improved performance or instruction as a result of SPD activities.

VII. GOAL: Support the creation and expansion of programs and services to meet the goals of the college mission and the changing needs of the service district.

OBJECTIVES:

- A. Develop and enhance courses, programs, and other instructional offerings
- B. Develop and enhance services to students

**NORTHWEST FLORIDA STATE COLLEGE
STAFF AND PROGRAM DEVELOPMENT PLAN
2015-2016**

The Staff and Program Development (SPD) Plan of Northwest Florida State College is a cooperative undertaking which seeks to serve all personnel and programs of the College. Concern is focused on the development needs of the College and thus, inherently, upon its personnel and its programs in direct relationship to fulfilling the objectives of the College and its various components. The prime focus is on enhancement of the talents and skills of personnel and upon initiation and improvement of the programs, offerings, and services of the College. These concerns are the basis for the Staff and Program Development activities, projected in a general way for the next several years and specifically for 2016-2017.

Any full-time college employee is eligible to serve on the SPD Committee. Committee members are identified each year as part of the standing committee volunteer process and are appointed by the college president for two-year terms. Final committee membership is determined with an eye to representation from faculty, staff, and administrators and from across college locations. The Vice President for Academic Affairs (or a designee) serves as the SPD Executive Secretary.

I. Functions of the Committee

The functions of the Staff and Program Development Plan Committee are, essentially, the following:

- A.** To promulgate recommendations regarding policies, procedures, and guidelines relative to staff and program development funds.
- B.** To receive, evaluate, and compile the proposals submitted for use of SPD funds into an annual plan, and to recommend that plan to the President of the College for approval.
- C.** To serve as a review board for applications for professional leave for which the applicant seeks SPD fund support and for other SPD related projects.

The SPD Plan Committee serves in an advisory capacity to the President of the College in fulfillment of functions related to the use of SPD monies.

II. Definitions and Restrictions

Staff and Program development plans and activities shall be initiated and implemented using the following definitions and restrictions.

A. Definitions

- 1. Staff development** is the improvement of staff performance through activities which update or upgrade competence specified for present or planned positions. "Staff" includes all personnel employed by the college.
- 2. Program development** is the evaluation and improvement of existing programs and creation of new programs, including the design of evaluation instruments to establish a basis for improvements as well as the designing of new programs. It is program initiation or improvement rather than maintenance or expansion of existing programs. Development may be in any or all of the College Information Classification Structure functions: instruction, organized research, public service, academic support, student support, instructional support, physical plant operations and maintenance, and student financial assistance services. Program development includes researching, planning, designing, evaluating, paying authorized salaries and purchasing instructional equipment.

B. Restrictions

- 1. Operating Expenses.** The use of staff and program development funds to pay for normal operating expenses, including mandatory certifications and/or trainings as deemed by a job description, is **NOT** authorized.
- 2. Personnel Benefits.** Staff and program development funds are **NOT** to be used to help finance the personnel benefits package; however, benefits associated with compensation paid as part of an approved project may be paid from Staff and Program Development funds. The direct benefit from Staff and Program Development funded activities is to be to the College rather than to staff members personally and is to be documented in each instance.
- 3. Funding new positions,** in whole or in part, with staff and program development money is limited to positions solely for designing and initiating new programs. The payment of salaries for such positions from staff and program development funds is limited to a maximum three (3) years except for EA/EO and Educational Equity Act activities (unless exempt by SBE Rule or Statute).
- 4. Funding existing positions,** in whole or in part, with staff and program development money is limited to designing, initiating, and studying that contribute directly and primarily to program development. Staff and program development money may be used to support salaries and materials to operate an office of a staff and program developer. Such support is not to exceed ten percent (10%) of the staff and program development allocation of the College for the year of expenditure.
- 5. Purchasing equipment** with staff and program development funds is limited to instructional equipment for program initiation or improvement rather than maintenance or expansion. Equipment purchased with staff and program development funds will generally not account for more than fifteen percent (15%) of the staff and program development allocation of the College for the year of purchase. A limitation of three (3) years applies to equipment rental and equipment incremental purchases, except for EA/EO and Educational Equity Act activities.
- 6. Accrediting Agency.** Staff and program development funds **shall not** be used to pay the costs of meeting Southern Association of Colleges and Schools, or other accrediting agency, self-study requirements.
- 7. Travel outside the contiguous United States** with staff and program development funds requires the documentation of the direct contribution and benefit to the institution.

III. Guidelines and Procedures

- A. Travel.** Travel on approved staff and program development activities is expected to be by the most economical mode. Should a College vehicle be authorized for an SPD trip, the reimbursement costs for such a trip shall be charged to the appropriate SPD project rather than to the general travel account or to the organizational unit account of the traveler.
- B. Unscheduled Special Projects.** Staff and program development projects not anticipated in the initial annual plan of the College can be substituted for existing programs upon endorsement of all persons concerned and approval by the SPD Committee or charged to the President's College-Wide development fund.
- C. Revision of the initial distribution of staff and program development funds** can be accomplished through budget reallocations or budget amendments as recommended by the Staff and Program Development Plan Committee upon approval by such administrative, Board

and State agency personnel as are appropriate in accordance with local and State policies and regulations pertaining to execution of the budget and budget amendments.

1. Activity/Project Proposal Form. All requests for SPD funding shall be submitted on the appropriate form. Requests for funds should be accompanied by the College form pertinent to the request (e.g., travel request for travel and purchase requisitions for supplies). No funds will be expended unless appropriate documentation is submitted.

2. Activity/Project Proposal Form Deadline Dates:

- **August 31, 2016 for the period of September 6, 2016 – January 31, 2017**
- **January 23, 2017 for the period of February 1, 2017 – May 10, 2017**
- **May 15, 2017 for the period of May 20, 2017 – August 15, 2017**

D. Projects to be considered for funding as a part of the SPD annual plan shall be submitted to the SPD Committee Chairperson on the Activity/Project Proposal Form provided no later than the date specified by the SPD Committee (see above).

Applications for financial support of specific staff and program development activities are reviewed by the appropriate Dean and/or Vice President for an indication of the appropriateness of the activity before being forwarded to the SPD Plan Committee for consideration. The deadlines noted in III. Guidelines and Procedures, G. Approval/Disapproval of Funding Requests may be waived in special cases as determined by the SPD Committee and the President upon recommendation by the appropriate Dean and/or Vice President.

E. Commitment of SPD Funds. Any commitment of funds requires the approval of the President of the College. Professional Leave, with or without pay, also requires the approval of the Board of Trustees.

F. Approval/Disapproval of Funding Requests. Each applicant submitting proposals for inclusion in the annual plan shall be advised in writing by the Executive Secretary or the SPD coordinator at such time as the committee determines whether his/her application for SPD funding is approved or rejected. If a proposal is rejected, the advisement shall state the reason.

Applicants requesting SPD funding for travel or tuition reimbursement, or for proposals not included in the annual plan, shall be advised in writing by the appropriate Dean or Vice President if their requests are not recommended for funding. The advisement shall indicate the reason for the unfavorable recommendation. Requests not favorably recommended by the appropriate Dean or Vice President will not normally receive consideration by the SPD Committee. A copy of the disapproved request shall be provided to the SPD Committee for information and file.

1. Project Reports. The status of approved SPD projects shall be reported to the Executive Secretary of the SPD Committee by the project head on an “as-requested” basis.

G. Professional Leave Guidelines. In accordance with paragraph II (B) (3), all professional leaves must be to the benefit of the College. Such leaves must also comply with the following guidelines.

1. Eligibility

- a. Instructional applicants must have attained Continuing Contract status prior to the starting date of extended (over six months) professional leave involving compensation from SPD funds.
- b. Administrative and Staff employee applicants must have successfully completed three (3) years of full-time service at the College.

2. Limits

- a. The number of long-term (more than six months) professional leaves granted within a given year shall not exceed five percent (5%) of the total number of full-time personnel employed by the College as of July 1 of each year.
- b. Personnel may take only one (1) extended professional leave of more than six months with pay in any six-year period. Any extension of a given professional leave with pay shall not exceed three months.
- c. More than one (1) professional leave of shorter duration than six (6) months in any six-year period will be considered by the Committee within the limits of available funds and needs of the College, and under the priorities listed in Item III.
- d. Post-doctoral long-term (more than six months) professional leave will be given the lowest priority for SPD funding and shall be specifically for the benefit of the College.

3. Types of Leaves

- a. **Academic Study.** Study must be at an institution accredited by the proper regional accrediting association, shall be for credit studies, shall not be repeats of courses taken previously, shall be in a field of specialization relevant to the faculty member's present specific assignment or projected assignment at the College, and shall not exceed one (1) year without application for an extension. **Leave for "Academic Study" is considered professional leave.** See Item III (I) (7), "Conditions for Professional Leave."
- b. **Travel.** Complete itinerary and statement of its direct relevance to the benefit of the College program must be filed with the application. Leave for travel when funded for staff and program development purposes and from staff and program fund resources is considered professional development.
- c. **Research Project.** Project outline must be presented with the application and must reflect relevance to College staff and program development.
- d. **Writing Project.** Project outline must be presented with the application and must reflect relevance to College staff and program development.
- e. **Short-term (less than thirty [30] days) Leave.** Leave includes conferences, workshops, visitations, and professional meetings not covered by routine temporary duty assignments and College obligations.

4. Priorities

- a. Priorities will be assigned by the SPD Committee on the basis of: (1) availability of funds; (2) degree of need; (3) benefit accruing to the College; (4) number of applications; (5) improvement in applicant's role within the College program; (6) availability of replacement or interim personnel; (7) dates of applications; (8) further

relevant study leading to completion of a relevant higher degree (approved in advance) by the time the leave is completed; and (9) confirmation of institutional priorities by the relevant Dean and/or Vice President.

- b. Lowest priority for leave or extension of a given leave will be assigned to those persons who have received an allocation for a leave or an extended professional leave within the last six (6) years. See Item III (I) (2). Total leave and extension with compensation shall not exceed fifteen (15) months within any six-year period. See Item III (I) (B) (e).

5. Application Forms

- a. Application for professional leave shall be submitted through channels as indicated on the Leave of Absence Request Form.
- b. The Leave of Absence Request Form must be accompanied by an SPD fund request form if the applicant is seeking any SPD funding support. A statement indicating how the applicant plans to finance his/her study during the period of the professional leave should be attached to the SPD fund request form to provide evidence that he/she will be able to devote appropriate time (as judged by the SPD Committee and approved by the President) in pursuit of his/her education.

6. Deadlines

- a. Extended professional leaves for six (6) months or more: applications for Summer, Fall, or Spring term must be filed on or before the dates indicated in III. Guidelines and Procedures, G. Approval/Disapproval of Funding Requests..
- b. Professional leaves for less than six (6) months:
 - 1) Applications for Summer, Fall, or Spring term must be filed on or before the dates indicated in III. Guidelines and Procedures, G. Approval/Disapproval of Funding Requests
 - 2) The deadlines noted in III. Guidelines and Procedures, G. Approval/Disapproval of Funding Requests may be waived in special cases as determined by the SPD Committee and the President upon recommendation by the appropriate Dean and/or Vice President.

7. Conditions for Professional Leave

a. Continuity of Service

- 1) Professional leave of absence is not a termination or breach of employment, and the period of such leave shall count as employment by the College.
- 2) Contributions to the State retirement funds and to social security, when applicable, shall be based on salary allocation while on leave and deducted from the recipient's paycheck in the regular manner with no break in continuity of service.

b. Salary Allocations for Professional Leave

- 1) For **full-time personnel employed on nine-month contract**, salary allocations shall be computed at a maximum rate of fifty percent (50%) of the applicant's regular monthly salary (1/2 of 1/9 of the nine-month contract period of the fiscal year preceding his/her leave, but no more than \$1,500 per month plus fringe benefits) for a maximum of nine (9) months, plus an additional sum calculated on the same percentage (maximum of fifty percent

(50%) and based on a fifteen (15) semester hour summer session (twelve week term beyond nine months) load, or prorata portion thereof, for a maximum of three (3) additional payments within a twelve-month leave.

In the event of an extension, the salary allocation shall be computed at a maximum rate of fifty percent (50%) of the applicant's regular monthly salary (1/2 of 1/9 of the nine-month contract amount for the nine-month contract period of the fiscal year preceding his/her leave, but no more than \$1,500 per month).

- 2) For **full-time personnel employed on a twelve-month contract**, the salary allocation shall be computed at a maximum rate of fifty percent (50%) of the applicant's regular monthly salary (1/2 of 1/12 of the twelve-month contract amount for twelve-month contract period of the fiscal year preceding his/her leave, but no more than \$1,500 per month plus fringe benefits) for a maximum of twelve (12) months.

In the event of an extension, the salary allocation shall be computed at a maximum rate of fifty percent (50%) of the applicant's regular monthly salary (1/2 of 1/12 of the twelve-month contract period of the fiscal year preceding his/her leave, but not more than \$1,500 per month plus fringe benefits) for a maximum of three (3) months.

- a. All individual allocations shall be limited to a maximum of \$1,500 and a minimum of \$600 per month. (If less than one month, the allocation shall be for the appropriate prorata portion of that month.) Persons on professional leave receiving any salary allocation are not eligible for and will not receive travel, per diem, matriculation, or other fee costs.
 - b. A person on professional leave shall certify to the College that he/she will not earn or receive from SPD and any other sources (stipends, assistantships, etc.) combined more than the total amount of his/her regular salary entitlement had he/she remained on active resident service with the College. Should an excess be indicated, the amount of SPD support shall be decreased appropriately to accommodate this maximum. Tuition reimbursement from NWFSC may not be received while on professional leave.
 - c. Short-term leave in support of professional improvement (e.g., consultation with degree advisors, etc.) shall be limited to a three-day period at the employee's regular salary entitlement. Per diem or travel costs will not be funded by SPD monies.
 - d. Professional leaves for less than six months shall be for fifty percent (50%) of the salary of the person but not to exceed \$1,500 per month.
- c. **Course enrollments, conferences, workshops, and professional meetings:**
- 1) Short-term course enrollments (less than thirty days) shall be limited to matriculation and fee cost not to exceed \$600 for any one course without SPD Committee approval.
 - 2) Reimbursement for short-term professional leave for attendance at conferences, workshops, and professional meetings shall be at the College's

prescribed per diem and travel reimbursement rates, not normally to exceed a maximum of \$825 (including any registration fees). Should an especially valuable staff development need necessitate an exception to this maximum amount, it may be authorized only upon recommendation of the Staff and Program Development Plan Committee and subsequent approval of the President of the College.

d. Return to Duty

- 1) Upon completion of any professional leave involving SPD fund support, personnel granted such leave shall be obligated to Northwest Florida State College for a period of time no less than twice the length of the leave. Failure to comply with the above stipulation (unless specifically waived by the Board of Trustees on recommendation of the President) will require a refund of the salary allocation with repayment of the allocation plus 10 percent (10%) annual interest to be completed within the five-year period following the expiration date of the leave.

A "Note" agreeing to the previous statement regarding repayment procedures must be signed by the employee prior to receipt of any SPD funds.

- 2) Upon expiration of professional leave, personnel shall be returned (for the period of obligated service) to at least the same level position previously held and at a salary compatible with any change in status which they may have attained during the leave subject to any such general conditions as may affect any other employee or persons of comparable assignment. Confirmation of change of status shall precede eligibility for change of salary.
- 3) Approved professional leave for Staff and Program Development will count as a year of service.
- 4) Recognition of benefits to the College resulting directly from the employee's growth or accomplishments while on leave shall be at the discretion of the Board on recommendation of the President.
- 5) Resumption of full-pay status subsequent to professional leave will initiate on the first full day of active resident service. Personnel cannot be paid under two contracts (SPD and regular) for the same period of time.

8. Extensions

- a. Requests for extension must be made no less than seventy-five (75) days prior to expiration of professional leave.
- b. Extensions must be directly related to the original application rather than for a new or changed project. Professional leave request forms will be submitted for the extension period to the SPD Coordinator.
- c. Each request for an extension will be considered as a special case, on an individual basis, and will not be considered as setting a precedent for the automatic extension of any subsequent request.
- d. Consideration of an extension will be given only after funds have been allocated to all new applicants.
- e. Total leave with compensation from staff and program development funds,

including any extension with pay, shall not exceed fifteen (15) months within any six-year period.

9. Tuition Reimbursement (not involving Short-Term Professional Leave)

a. Full-time personnel are eligible to apply for reimbursement or partial reimbursement of matriculation cost for one course, college-credit or non-credit (maximum of \$600 per course, and not to exceed four (4) courses per fiscal year). Courses must be pursued at recognized, regionally accredited colleges and universities. If NWF State College offers the equivalent course(s), personnel is encouraged to choose a class offered by NWF State College.

Normally up to two courses may be pursued per semester; however with the approval of the immediate supervisor and the SPD committee, who will consider the impact on the employee's workload, additional courses may be pursued in a given semester.

b. Personnel who anticipate reimbursement must file an SPD request form with a copy of the paid receipt by deadlines noted in III. Guidelines and Procedures, G. Approval/Disapproval of Funding Requests. Relevance of the course to the specific assignment and role (or future intended role) of the employee will be considered in determining whether such a request will be approved.

c. Reimbursement will occur upon proper approval of the reimbursement requests after successful completion of graduate course work for a grade of "B-" or better, of "S" for S/U or of "P" for P/F. A grade of "C-" or better ("P" if only offered P/F) is the required minimum grade for any courses taken at the undergraduate level. Post Activity Project Report to be filled out within 7 days once your project is complete, per the college policy. The Post Activity Report must be filled out and forwarded to spd@nwfsc.edu. It is preferred that you type into the highlighted areas on the form and save the .pdf instead of printing the form out for purposes of legibility. You will also upload and attach the Post Activity Report to your reimbursement expense report in TEM. If the report is not received within 7 days of the project completion another request will not be considered. A copy of a transcript of the grade received in the course involved must accompany the reimbursement request. For dissertation credits where the final grade is withheld until completion of the research, a letter from the individual's major/guiding professor stating the student is making satisfactory progress may serve as documentation of successful completion. Normally reimbursement for dissertation hours is limited to eighteen credits per individual. Reimbursement for credits beyond eighteen must be approved in advance by the appropriate supervisor and the Vice President for Academic Affairs.

No reimbursement for college-credit or non-credit course fees may be made if the employee has received, or will receive, any payment for the same fees (or equivalent support) from another source for the same period of instruction.

10. Conferences, Workshops, Institutes, and Professional Meetings

This category contemplates reimbursement of travel costs when on temporary duty assignment for any of the following activities. The rates of reimbursement are those established by the College within regular budget allowances. Registration fees may be paid in addition to travel and per diem (with deduction at NWFSC's standard meal rates for any meals included in registration fees). Payments from SPD funds may not in any way duplicate coverage of these costs or any part of these costs from any other source.

a. Visitation: Full-time personnel may visit other institutions or facilities for the

purpose of observing methods and procedures that may be of benefit to NWFSC. The SPD fund request form should be accompanied by copies of correspondence specifying arrangements with the host institution (another college, a research institute, etc.)

- b. Workshops and Conferences:** Full-time personnel may attend workshops and/or conferences to enhance their professional skills as such may relate to their roles in NWFSC programs.
- c. Professional Meetings:** Full-time personnel may attend meetings of their professional organizations and meetings pertinent to their areas of responsibility for the purpose of keeping abreast of recent developments in the field of education.

Attendance at such activities shall be for the benefit of the College programs by contributing to the profession of teaching or to activities resulting in professional benefit. Part-time personnel may be authorized to use these funds under unique circumstances which have long-term benefits to the College (requests to be approved by the SPD Coordinator and Committee). The purpose of the request, including the value of the program to NWFSC, must be specified on the SPD fund request form.

- d. Application:** Applications shall be by "Activity/Project Proposal Form.

Applications for temporary duty assignment for these activities are normally required to be submitted at least ten (10) days prior to the date on which the activity begins.

- e. Fees, Per Diem and Travel Expenses:** Registration and similar costs for any one conference, workshop, visitation, or meeting will not exceed \$825, including registration fee. Exceptions may be authorized only upon recommendation of the Staff and Program Development Committee and subsequent approval of the President of the College.
- f. Frequency:** It is intended that allocations to individuals for professional association meetings shall be limited to not more than one per year, except in special cases which will be considered as necessary. In special cases the individual must submit the request through the appropriate administrator. Exceptions shall be authorized upon recommendation of the appropriate administrator and the SPD Plan Committee, and approval by the President.

- g. Report and Reimbursement**

Post Activity Project Report to be filled out within 7 days once your project is complete, per the college policy. The Post Activity Report must be filled out and forwarded to spd@nwfsc.edu. It is preferred that you type into the highlighted areas on the form and save the .pdf instead of printing the form out for purposes of legibility. You will also upload and attach the Post Activity Report to your reimbursement expense report in TEM. If the report is not received within 7 days of the project completion another request will not be considered.

13. Orientation of New Personnel

Supervisors and department chairs are encouraged to plan orientation programs for new personnel. Consideration will be given to expenditures for in-district travel (but not meals, lodging, or subsistence) to such orientation session(s).

14. Consultant Services

SPD funds can provide honoraria and travel costs for consultants brought to the campus, provided such consultants must have the endorsement of the department chairperson and/or supervisor, recommendation of the appropriate Dean or Vice President, and approval of the President.

15. Personnel Exchange

Costs (salary differential and/or travel) involved in exchange of personnel with another college can be funded by SPD. Such personnel exchanges must be recommended by the appropriate Dean or Vice President, and approved by the President.

16. Interim Staffing of New Programs or Operations

Proposals for funding of salaries for interim staffing of a new program or operation shall be reviewed by the Committee after authorization for such a new program has received proper favorable recommendation from the appropriate Dean or Vice President and subsequent approval by the President and/or the Board of Trustees, as appropriate. Salary for one person or one program will not exceed six (6) months or fifty percent (50%) of the person's annual salary during the period of such interim staffing (unless the program is implemented in response to a State mandated Rule). No more than two (2) programs shall normally be supported in the same year. Any program implemented in response to a State mandated Rule will not count as one of the two possible programs.

Funding new positions in whole or in part with staff and program development money, when authorized, is limited to planning and initiating new programs. The payment of salaries for such positions from staff and program development funds is limited to a maximum of three years, except for EA/EO and Educational Equity Act activities. All proposals must indicate the beginning and expiration date, if approved.

17. Released-Time for Innovation

Released-time of full-time personnel for the purpose of innovation can be accommodated by the use of SPD funds to remunerate a substitute employee or to pay the regular employee while on released-time.

Funding existing positions with staff and program development money, when authorized, is limited to providing released-time for planning or study which contributes directly and measurably to program development. Staff and program development funds may be used for salary increases or fringe benefits as part of normal compensation only for positions supported from staff and program development funds. Salary payments are to be limited to program initiation or improvement rather than expansion of existing programs.

18. Purchase of Equipment and Materials

Costs completed in new or innovative program development can be supported through correlated purchases of necessary equipment and materials. Purchasing equipment with staff and program development funds is limited to program initiation or improvement rather than maintenance or expansion.

Equipment purchases with staff and program development funds will generally not account for more than fifteen percent (15%) of the staff and program development allocation of the College for the year of purchase.

A limitation of three (3) years applies to equipment rental and equipment incremental purchases, by generic types, except for EA/EO and Educational Equity Act activities.

19. Educational Research for the College

NWFSC has many opportunities to use appropriate research techniques in exploring new areas of service and in providing supporting data and materials for established programs. SPD funds may be requested for research which is directly related to the development of educational and operational or assessment programs of the College and which is under the direction of appropriate college personnel.