

EMPLOYEE HANDBOOK



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WELCOME MESSAGE



Welcome to Florida Gateway College. You are a member of an organization with high expectations and goals for our students and staff.

You have joined a College whose greatest assets are its people. They are a group of people dedicated to supporting, training and educating our students and the citizens of the FGC district.

The FGC Employee Handbook is filled with information, policies and practices for Florida Gateway College. If there are questions unanswered in this book, please contact your supervisor or the Human Resources Department.

FGC is dedicated to providing quality educational programs and services to our students and throughout our district. You were selected for your position because of the confidence we have in you to perform your duties at the highest level possible. Please do not hesitate to let your supervisor and co-workers know what we can do to help you strive to be the best you can be.

Again, welcome to Florida Gateway College.

Sincerely,
Lawrence Barrett ,Ed. D.
President



This handbook has been prepared to introduce you to Florida Gateway College. It will acquaint you with the policies, rules, pay, and benefits which apply to employees of the College.

The material in this handbook is for the convenience of full-time and part-time personnel and adjunct faculty employed by Florida Gateway College. The personnel handbook does not represent a contract with employees of the College.

Each person employed by the College is responsible for being familiar with the information contained in this handbook, the College Catalog, and supplementing official publications of the College. The Board Policy & Procedures, upon which the information in this handbook is based, is available on the Intranet and our College website should further information be desired.

Questions relative to the procedures contained herein should be directed to your department head or the Human Resources Office. All information contained in this handbook is correct as of the date of printing.

Current issue date is October 2025.

History of the College

Florida Gateway College (FGC) formerly Lake City Community College has established a strong tradition of providing high quality, postsecondary educational opportunities to the citizens of North Central Florida. What began as a school of Forestry in 1947 has now grown to become a comprehensive, public community college serving approximately 5,000 students annually.

Florida Gateway College traces its growth from 1947 when the Columbia Forestry School opened on a former World War II naval air station. In 1949, it became the State Forest Ranger School of the University of Florida and remained so for more than a decade. In 1961, the state of Florida created Lake City Junior College and Forest Ranger School, and the College became one of 28 two-year institutions envisioned in the state's master plan. In those early days, Lake City Junior College served fewer than 400 students. The college then became Lake City Community College in 1970, emphasizing the importance to support the region the college serves. The next evolution of the college occurred in 2010, when the College became eligible to offer baccalaureate degrees and was renamed Florida Gateway College.

Florida Gateway College offers both baccalaureate and associate degrees, as well as opportunities in diverse occupational programs designed to strengthen the district's workforce. The College maintains its commitment to providing excellent postsecondary educational opportunities to North Central Florida while maintaining an "open-door" admission policy. New programs are added as needed to meet local industry and employer needs, and student support services are continually improved to meet the needs of the College's students.

Today the campus of FGC is an attractive site, nestled in one hundred acres of southern pines, with over 25 modern buildings surrounded by crepe myrtle and azalea shrubbery.

The College's district encompasses five North Central Florida counties: Baker, Columbia, Dixie, Gilchrist, and Union. This 2,683 square-mile district is an area twice the size of Rhode Island.

The region around the College is commonly referred to as Florida's Crown and the Gateway to Florida. The College district is situated midway between the Atlantic Ocean and the Gulf. The geographic area around the College would generally be considered rural. The moderate climate, hospitality of the community, and beauty of the adjacent recreational areas draw visitors and newcomers from around the world. The main campus is located approximately six miles east on Highway 90 from downtown Lake City, Florida, by the airport with sites in Baker (Olustee) and Dixie counties.

Institutional Accreditation

Florida Gateway College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and associate degrees. Florida Gateway College also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Florida Gateway College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

To learn more about Florida Gateway College and its programs, admission requirements, financial aid, and other information, please contact [Florida Gateway College](#) directly.

To learn more about the accreditation status of Florida Gateway College, visit <https://sacscoc.org/institutions/> and search for Florida Gateway College.





Mission Statement

The mission of Florida Gateway College is to provide superior instruction, nurture individual development, foster career readiness, and enrich the diverse communities it serves through affordable, quality higher education programs and lifelong learning opportunities. *Reaffirmed by the Board of Trustees on June 11, 2026.*

Governance

The District Board of Trustees serves as the governing Board of the College. It is charged by Florida Statutes and State Board of Education Rules with responsibility for establishing the policies which determine the quality and direction of the College, establish an effective management for the College, and assist the institution in carrying out its approved objectives and philosophy. The District Board of Trustees is appointed by the Governor and delegates to an appointed President the responsibility for administration of the College in accordance with its established policies.

Philosophy

Florida Gateway College is committed to providing the highest quality education and training to the citizens of its unique, rural service area. We believe that each group, every community, and every nation derives all of its value and all of its power directly from the individuals who constitute those bodies. In a democratic society, individuals, each and every one, need to be appreciated for their unique, irreplaceable, and intrinsic value. Further, this value needs to be enhanced and amplified with fitting educational experience to fully consummate societal potential.

To implement this philosophy, we nourish in each individual the view that learning is a continuous, lifelong process. We support each individual in developing to the fullest potential by providing opportunities to acquire the knowledge, skills, habits, understanding, and values necessary for securing economic stability and contentment, carrying out social and civic responsibilities with interest and enthusiasm, and obtaining a full measure of personal success and fulfillment.

The College, the students, and the communities it serves, are partners. We engage in an educational and cultural enrichment adventure designed to achieve the lofty but elusive goals of excellence, truth, scholarly achievement, and human understanding.

EMPLOYMENT POLICIES



Equal Opportunity

Florida Gateway College affirms its Equal Access/Equal Opportunity Policy in accordance with all applicable state and federal laws, regulations, and rules. The College reaffirms its commitment to provide equal access and equal opportunity for all, employees, applicants, programs, services, and activities offered by the College, without discrimination. Discrimination on the basis of race, color, ethnicity, national origin, gender, religion, disability, age, marital status, genetic information, sexual orientation, pregnancy, or any other legally protected status against a student, employee, or applicant is prohibited. The Civil Rights and Compliance Officer for the College is Cassie Buckles, Associate Vice President of Human Resources, who can be reached at 386-754-4313

Definitions of Employment Status

Full-time Employee (Permanent):

An employee who occupies an established budgeted position requiring a normal work schedule of 40 hours per week, who receives all benefits accorded to a full-time employee and participates in a retirement plan established by Florida Law.

Permanent Part-time Employee:

An employee, who is occupying an established, budgeted position, is paid on an hourly basis and works less than a 30-hour week. There are no benefits offered to persons employed in this status except retirement.

Temporary Part-time Employee:

An employee paid on an hourly or daily rate at entry level. A temporary employee may work the full work day or part of it. The term of employment shall not exceed 6 months or one semester at a time. These positions are not eligible for any employee benefits, except retirement in some limited cases.

Administrator:

An employee who receives an administrative contract.

Career Service:

An employee who is not hired on a contract and must satisfactorily complete a six-month probationary period upon entering a position.

Grant Funded Employees:

Persons employed through grant or similar type non-recurring funds. These employees are eligible for Florida Retirement and employee benefits specified in the grant and funded by the grant.

Exempt:

Employees whose positions meet specific tests established by the Fair Labor Standards Act (FLSA) and applicable state law and who are exempt from overtime pay requirements.

Non-Exempt:

Employees whose positions do not meet FLSA tests and who are paid one and one-half (1½) times their regular rate of pay for hours worked in the excess of forty (40) per week.

EMPLOYMENT POLICIES



employee accidents & injuries

Any employee who has an accident and/or injury while performing College business shall immediately contact the following:

Employee's immediate supervisor & Human Resources Office, Ext. 4384.

The Human Resources Office will determine if the claim is subject to Workers' Compensation Insurance Coverage. The injured employee or his/her representative is responsible for completing all necessary reports filed. All reports are submitted to the Human Resources Office.

employee grievances

A grievance is defined as a complaint by an employee or applicant that a Federal Statute, Florida Statute, a State Board of Education Rule, or a Florida Gateway College policy has been violated, misapplied, or inequitably applied. The grievance procedure is not designed to include disputes arising from changes in policy, rule, or procedure.

Cooperation of all employees is solicited in reporting items to their immediate supervisors as they might occur so they may be corrected before they become grievances. Grievance procedures have been established to ensure all employees a hearing and fair treatment of grievance without regard to race, color, ethnicity, national origin, gender, religion, disability, age, marital status, genetic information, sexual orientation, pregnancy, or any other legally protected status. Said procedures may be found in Board Policy 6Hx12:6-10.

The first step of the formal grievance process is to submit a written grievance (forms available in the Human Resource Office) to the appropriate administrator, or the Associate Vice President of Human Resources. For more information, contact your Human Resources Office.

employment of relatives – nepotism

It is the policy of the District Board of Trustees that no restrictions shall be placed on the number of individuals that can be employed from the same family. However, employment of related persons in the same department or program where such employment would involve a conflict of interest, actual or potential, or where the employee has or would have direct or indirect administrative or decision-making authority over the related person or where decisions of such employee may affect such other person is prohibited. An exception can be made where the employment of a related person becomes necessary due to a shortage of qualified personnel. In such cases the president shall recommend the person's employment individually.

Any relationship with a person already working for the Board shall be disclosed prior to employment by appropriate entry, or amendment to, the position application.

EMPLOYMENT POLICIES



enforcement policy

All of the employee requirements and restrictions stated in this handbook and in Board Policy & Procedures, as well as those established by practice, are seriously intended. Due to the nature of the institution and the nature of services to be rendered, as well as the circumstances and environments in which some work is performed, it is not feasible that all work activities be closely supervised. A failure to observe rules and requirements is not to be justified on the basis that they are not strictly enforced, or uniformly enforced.

job descriptions

At the College we use job descriptions to aid in staffing, wage and salary administration, and training. They also help employees and supervisors communicate about job responsibilities. However, job descriptions are not fixed College policy; they are only guidelines and can normally be expected to change over time.

From time to time, employees are expected to perform duties and handle responsibilities that are not part of their normal job. If, over the months, the new duties and responsibilities remain a significant part of the assignment, the job description may need to be changed after a review is performed by the Associate Vice President of Human Resources. Job descriptions are available for review on the College Intranet.

lunch & rest periods

Normally, all non-instructional personnel will be allowed one-half-hour for lunch and one fifteen(15) minute break in the morning and one fifteen (15) minute break in the afternoon. Any deviation from this meal/break period schedule must be approved by the employee's immediate supervisor. Break periods are a privilege and as such are subject to cancellation if the immediate supervisor determines the work load requires the employee to forego any break. The period of time allowed for lunch and/or breaks cannot be accumulated for purposes of reducing the normal work day.

non-instructional position classifications

Florida Gateway College utilizes a Board approved non-instructional position classification plan which consolidates all position classifications into specific pay grades. Each non-instructional employee is hired to perform a specific job and is assigned a specific position classification and title. Classification and position titles are based on the duties and responsibilities of the particular position. Within most occupations, there are several levels or grades based on the difficulty of the tasks assigned, educational background required, responsibilities assumed by the employee, and the experience needed to perform the duties of the position. (Board Policy 6Hx12:8-03)

EMPLOYMENT POLICIES



outside employment

It is the policy of the District Board of Trustees (6Hx12:6-12) that employees of the college may engage in outside employment so long as the outside employment does not interfere with the regular work schedule or is not considered a conflict of interest. The employee should furnish a written statement through the immediate supervisor to the Associate Vice President of Human Resources for inclusion in their personnel file.

No Florida Gateway College employee may engage in the selling of any goods or services to students, parents, or other college employees on college property, except where it is a regular part of the employee's assigned work in the operation of the college.

No Florida Gateway College employee is permitted to do business with the board, faculty, or administrative personnel involving the sale of any product or service to the college except with specific prior approval of the president.

Should it develop that an individual's outside employment results in or contributes to a reduction in work performance with the college, or that such outside employment is resulting in or has brought discredit upon the college, the individual will be offered an opportunity to give up such outside employment or make a determination regarding future employment with the college, subject to approval by the president.

parking permits & traffic regulations

Employees are expected to observe all College traffic rules and regulations. These regulations include the following:

1. Maximum speed on College roadways is 20 MPH
2. Parking is permitted only in designated areas not marked for special reserved use.
3. All pertinent traffic laws of the State of Florida will be enforced.

Certain parking spaces on campus are designated for use by the disabled. Anyone parking in these spaces must have a prominently displayed decal issued by their local automobile tag agency.

EMPLOYMENT POLICIES



personnel records

Important events in each employee's history with Florida Gateway College will be recorded and kept in the employee's personnel file. Regular performance reviews, change of status record, commendations, corrective action warnings and educational attainment records are examples of records maintained.

All personnel records pertaining to employee performance are subject to appropriate statutes related to confidentiality of employee records.

Your personnel record is available for your inspection in the Human Resources Office. Contact your supervisor or the office of Human Resources to make an appointment.

You are responsible for notifying the Human Resources Office of changes in address, telephone number, and/or family status (marriage, births, death, divorce, legal separation, etc.) as income tax status and group insurance may be affected by these changes. All appropriate forms are located on the intranet and in your Human Resources Office.

probation

In accordance with Board Policy 6Hx12:8-04, all newly hired career service employees will serve a probationary period. The purpose of the probationary period is to allow the employee a period of time to master the duties and responsibilities of the position. The probationary period also provides the employee and the supervisor a period of time to evaluate the employee's ability and desire to successfully perform these duties and responsibilities.

The first six calendar months of appointment are considered a probationary period. However, successful completion of the probationary period is not to be construed as a guarantee of continued employment.

At the end of two and four months of employment, conferences shall be held that shall include written performance appraisals. The conferences should be directed at employee development, areas of weakness or strength, and any additional training required to improve performance.

A third conference shall be held at least two weeks before the end of the six month probationary period. The third sessions shall include a performance appraisal with a recommendation for either permanent status, extension of the probationary period, or termination. The appraisal shall be reviewed by the second level supervisor prior to the counseling session.

An extension of the probationary period may be granted by the Associate Vice President of Human Resources for up to three additional months when an employee's performance is rated overall conditional.

After one year of employment, current employees may be considered for a job opening in another work unit within the College. In accordance with Board Policy 6Hx12:6-17, any employee who is selected for a job vacancy shall be on a ninety (90) day probation, at minimum, in the new position. If the employee filling the new position does not perform satisfactorily during the stated period of probation, the employee is normally not eligible to return to the former position.

EMPLOYMENT POLICIES



evaluations

The performance evaluation is the appraisal of an employee's performance against the performance standards for his or her position. It allows your supervisor to discuss your overall performance and review your strengths and point out ways to improve your performance. The primary purpose of such an evaluation is to assist personnel in professional development and in achieving stated College goals and objectives. (See Board Policy 6Hx12: 6-13) Performance evaluations for all full time instructional and non-instructional employees will cover the calendar year.

promotions & job postings

When vacancies occur, all current employees of the College are eligible to apply. The College strives to promote capable and experienced individuals, based on demonstrated ability to assume greater responsibility. At the same time, the College may need to recruit and hire outside the College to attract the most qualified individual for a particular opening. Therefore, all positions for which the College is advertising will be posted on college website, Government Jobs.com, Higher Ed Jobs, and other advertisement resources such as industry and trade websites, and career websites.

resignation

All employees who elect to resign from positions within the College are required to submit a letter of resignation and the supervisor submits the appropriate termination of employment form. For any employee to be considered as resigning in good standing, the employee should provide sufficient prior notice unless, because of extenuating circumstances, the College administration agrees to permit a shorter period of notice. (Board Policies 6Hx12:8-00 & 7-06)

The following guide should be followed for submission of resignation:

Instructional personnel – minimum of thirty (30) days

Professional, Administrative, Executive Managerial personnel – thirty (30) days

Career Service Personnel – minimum of fourteen (14) days

working hours

Most non-instructional employees work a five-day, forty (40) hour week from 8:00 a.m. to 4:30 p.m. with half an hour for lunch. There are variations of this schedule in a few divisions or offices. When an employee reports to his or her work area, the employee will be advised of specific hours to work.

During a designated four-day work week, Monday through Thursday, the normal hours of operation are 7:30 a.m. to 5:00 p.m. For purposes of pay, the four-day week is treated as the five-day week. The College may at any time make changes in the working hours, days, weeks, or schedules of any individual employee, or groups of employees, and will endeavor to provide reasonable advanced notice of any such changes.

WAGE & SALARY POLICIES



At Florida Gateway College, we strive to pay salaries that are competitive with similar positions in our community and at benchmark state colleges (those similar in size and service area), recognizing individual effort and contribution to the success of our College.

Our wage and salary schedule classifies each position based on knowledge and ability requirements, a variety and scope of responsibilities, and physical and mental demands.

Established wage or salary ranges are reviewed periodically and may be adjusted if necessary. If you are interested in knowing the wage or salary range for your position, ask your supervisor or contact Human Resources. The Salary Schedule is also available on the Intranet via the College website.

leave requests

All College employees are required to complete the appropriate forms that certify leave taken. Leave will then be entered into Banner by your department time-keeper. Questions regarding leave and leave entry should be directed to Human Resources. Payroll checks are issued on a semi- monthly basis.

overtime

Full-time non-exempt employees who work in excess of forty (40) hours per week in their regularly assigned position may be eligible for overtime payments based on one and one-half times their regular hourly rate. This is a general rule and other arrangements which are permitted under the Fair Labor Standards Act may be made. Prior approval must be obtained from the employee's supervisor before the additional hours are worked.(Board Policy 6Hx12:8-06)

paydates

Employees are paid on the 15th and the last day of each month. Your first paycheck will be mailed, and paychecks thereafter shall be direct deposited once an account has been set up and prenoted.

WAGE & SALARY POLICIES



payroll deductions

Various payroll deductions are made each payday to comply with federal and state laws pertaining to taxes, insurance and Florida Retirement System. Deductions will be made for the following:

- Federal Income Tax Withholding
- Florida Retirement System
- Social Security (FICA) and FICA/Medicare Contribution/ Alternative Social Security*
- Other items designated by the Employee

*Adjunct instructors are not covered under Social Security, but instead are enrolled in a 401(a) FICA Alternative Plan, to which 7.5% of salary before taxes is contributed.

At the end of each calendar year you will be supplied with your Wage and Tax Statement (W-2) form. This statement summarizes your income and deductions for the year. If you have any question regarding these deductions, please contact the Payroll Office.

salary or wage increase

It is the policy of the District Board of Trustees that all employees hired on or after January 15th will not be eligible for a salary increase until the beginning of the second fiscal year after their employment. The fiscal year is July 1st thru June 30th. Non-instructional salary increases are effective the beginning of the second academic year after their employment.

Salary increases are normally based on an across-the-board raise and will be granted at the beginning of the fiscal year. Exceptions may be made for employees who are being promoted or reclassified to a higher pay grade, or where there is a significant change in the duties or responsibilities of the position.



EMPLOYEE BENEFITS & SERVICES



Florida Gateway College strives to provide a competitive package of employee benefits for its eligible employees. The existence of these employee benefits and plans, in and of themselves, does not signify that an employee will be employed for the requisite time necessary to qualify for these benefits and plans.

Florida Gateway College offers a comprehensive insurance benefits package through the State Group Insurance Program as part of your total compensation package. The program allows you to choose health plans that best suit your individual needs. We offer coverage to current and former eligible employees, retirees, spouses and other dependents, surviving spouses and COBRA participants, as identified in section 110.123, Florida Statutes.

Complete and official details of the employee benefits are located on the HR page of the college website and are included in the new-hire portal. The descriptions in this handbook are only brief summaries for your general information. Contact the Human Resources Office for more details. If you leave the College under circumstances described by federal law, your group health insurance may be continued. You will receive a detailed explanation of this privilege upon termination.

EMPLOYEE BENEFITS & SERVICES



fgc fee waivers

Employees who have been employed for 12 months are eligible for fifteen (15) credit hours per academic year. Retirees/Adjunct faculty (in the semester in which they are teaching a class(es) for the College) are eligible for three (3) credit hours per semester. Permanent part-time employees who have been employed for 12 months are eligible for six (6) credit hours per academic year.

Dependents of eligible full-time Florida Gateway College employees may receive a fee waiver for twenty-four (24) credits of equivalent hours per academic year in accordance with the provisions below:

1. To qualify for Dependent Waiver: the employee must be a full-time employee. He/she must be the spouse, parent, or legal guardian of the student.
2. A dependent must meet IRS qualifications for dependency, i.e., depend on you for over half their support, be listed on your most current income tax return as a dependent, and be under 24 years of age.

Lab fees are excluded from all fee waivers and are the responsibility of the waiver recipient. If fee waiver has been used previously, proof of completion of previous class with grade of "C" or better must be provided to qualify for subsequent fee waivers

staff & program development

Staff and Program Development (SPD) funds are allocated by the College each year for major projects, workshops, visitations, individual projects, institutes, and in-service training programs. Employees are encouraged to submit proposals for SPD projects using established guidelines. Proposals are submitted to the SPD budget custodian of the employee's area for approval.

tuition reimbursement

Tuition Reimbursement will be provided to eligible employees for graduate and undergraduate courses. Employees participating in the program will be required to attend those institutions which have earned full accreditation through a regionally accredited agency.

Only permanent full time and permanent part time employees will be eligible for participation in this program. Participation by permanent part time employees will be limited to the course work or training requested by the supervising administrator to facilitate the permanent part time employees performance of required job duties.

Employees must be employed by FGC for at least one year before participating in the program.

To ensure availability of funds, the completed Graduate / Undergraduate Courses Application (Forms B, C and D for each course) must be submitted to the Human Resources department at least two weeks prior to the deadline for payment of fees. Eligible employees will be reimbursed in an amount not to exceed \$5,000 per fiscal year. Fees for insurance, books, parking, labs and all fees other than tuition are not eligible for reimbursement.

EMPLOYEE BENEFITS & SERVICES



retirement

Full-time College employees participate in the Florida Retirement System (FRS). There are two parts to the plan: Pension Plan or Investment Plan. A new employee must elect one within eight months of employment. Personnel will be participants in the Florida Retirement System (FRS) unless an eligible employee elects the options of participating in the Optional Retirement program (ORP), the Senior Management Service (SMS) Optional Annuity or Senior Management Service Local Option Annuity Programs. The employer contribution for each class is as published by the FRS except the Local Option Annuity, which will be at the published SMS Optional Annuity rate. Employees are required to make 3% contributions on a pre-tax basis. Contributions will be deducted from the gross salary each paycheck.

Please contact Human Resources or visit myfrs.com for additional information.

tax sheltered retirement savings plan

Traditional 403(b) and 457(b); and Roth 403(b) and 457(b) plans are available through the college on a payroll deduction basis. Contact Human Resources at extension 4384 for authorized investment providers and more information on these plans.

social security

All full-time employees are covered by the Federal Social Security Act. A required percentage of your salary is deducted from your paycheck to pay the employee's portion of this protection, with the College matching your deduction dollar for dollar. Adjunct instructors are not covered under Social Security, but instead are enrolled in a 401(a) FICA Alternative Plan, to which 7.5% of salary before taxes is contributed.

leave of absence

Leave of absence is defined as permission granted by the appropriate supervisors for an employee of the College to be absent from his or her duties for a specific period of time. Leaves of absence involve several categories, each of which has a different implication for the employee's benefits and salary status. All leaves of absence by an employee must be requested on the College leave request form and submitted to the employee's supervisor for authorization. Forms may be obtained on the intranet, from your Human Resources Office or your supervisor. An employee, who is absent without approved leave, may be subject to disciplinary action. (Board Policy 6Hx12:6-29)

family medical leave

To be eligible for Family Medical Leave, an employee must have been employed for at least 12 months with the College and must have worked at least 1,250 hours for the College during the previous 12-month period before taking the leave. The employee shall be required to take and receive payment for all accrued sick and vacation leave during the leave period, to the extent that such leave is earned and accrued. Thereafter, the employee shall not receive any compensation during the remainder of the leave. The College shall maintain employee benefits, at its own cost and expense under any group plan in the same manner as though the employee were not on leave. The employee shall be required to make all contributions to such coverage as would have been required had the employee not taken leave. (Board Policy 6Hx12:6-35)

EMPLOYEE BENEFITS & SERVICES



sabbatical leave

Sabbatical leave may be granted to any full-time staff member according to the Procedure detailed in the Florida Gateway College Staff and Program Development Manual. (Board Policy 6Hx12:6-47)

compensatory leave

Alternative lawful arrangements may be granted to eligible employees for hours worked in excess of forty (40) hours for the normal work week. Prior to working overtime, approval must be granted by the employee's supervisor. Eligibility for compensatory leave is defined in Board policies. (Board Policy 6Hx12:8-01)

jury duty

An employee may be paid for jury duty or court appearance leave in accordance with Board Policy 6Hx12:6-34.

military leave

Any full-time regular employee will be eligible for Military Leave as outlined in Board Policy 6Hx12:6-36.

holidays

All full-time non-instructional employees shall be entitled to paid holidays approved by the Board. Full-time non-instructional employees in established positions of less than twelve (12) months shall be entitled to those paid holidays that fall within their annual work schedule. Employees on approved leave with pay during periods when designated holidays occur shall not have the holiday charged against their accrued leave.

No holiday with pay shall be granted when it precedes the first day of employment, occurs during a leave without pay, or immediately following terminal vacation leave. An employee who has an unapproved absence on the duty day before or after a designated holiday will not be paid for the holiday. This is not applicable to employees retiring or ending DROP from FRS if they designate retirement/termination effective December 31st.

personal leave

It is the policy of the District Board of Trustees that full-time employees may be absent from duties for personal reasons for a maximum of four (4) days per fiscal year with compensation, provided that the appropriate leave forms are filed and approved in advance by the employee's supervisor. Such leave for personal reasons shall be charged to accrued sick leave and shall be non-cumulative.

EMPLOYEE BENEFITS & SERVICES



annual or vacation leave

All full-time, non-instructional, employees earn annual leave based on their continuous and credible service as follows:

- 1-5 years continuous service, 8 hours per month
- 6-10 years continuous service, 10 hours per month
- 11 or more years continuous service, 12 hours per month

Employees must request annual/vacation leave and receive the approval of the supervisor before it is taken. Employees may not take such leave and fill out a leave form after the fact.

Employees who have been employed at least 6 months with a satisfactory work performance, and who terminate in good standing will be paid for unused annual leave hours upon termination. (Board Policy 6Hx12:6-31)

When an employee reaches the maximum amount of annual leave that can be carried over to the next year as of July 31, excess leave over that amount will be put into the employee's sick leave. Such leave will not be compensable at termination or retirement.

sick leave

Any full-time regular College employee who is unable to perform his or her duties because of personal illness or because of the illness or death of father, mother, brother, sister, spouse, child, close relative, or member of the employee's own household and, consequently, must be absent from work, may be granted leave of absence for sickness. Each full-time employee shall earn eight (8) hours per month for sick leave, subject to the provisions of Florida Statute 1012.865. Sick leave shall be used and dispensed as set forth in Florida Gateway College Sick Leave procedures and is accumulated from year-to-year. Full-time employees who otherwise terminate employment after at least six (6) months of service in good standing will be paid sick leave according to the Terminal Pay procedures. (Board Policy 6Hx12:6-24)

sick leave pool

The purpose of the Sick Leave Pool is to enable full-time employees to pool sick leave. The intent of the Sick Leave Pool is to assist participating employees who have a serious illness, major surgery, or serious accidents. Employee participation in the Sick Leave Pool (SLP) will at all times be voluntary. Any full-time employee will be eligible to participate in the SLP after one year of service with the College, provided that the employee has accrued ten (10) days of unused sick leave. Eligible employees may join the pool during SLP open enrollment. There will be two open enrollment windows: April and November. The initial contribution required to join the sick leave pool is two (2) days which will be removed from the employee's personally accumulated sick leave balance. Eligible Employees will be notified by the Human Resources Office. See Board Policy 6Hx12:6-39

EMPLOYEE BENEFITS & SERVICES



worker's compensation

All Florida Gateway College employees are covered by Worker's Compensation provided by the College for injuries or illness arising out of or in the course of employment. Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. Completion of an Accident/Injury form will enable an eligible employee to qualify for coverage as quickly as possible.

The employee must report the injury or accident to his/her supervisor and the Human Resources Office within 24 hours of the incident. The "Accident Incident Report" will be completed and signed by the injured party. The supervisor will then sign the form and send to the Human Resources Office if no treatment by a physician is required. If the employee deems it necessary to seek medical care, he/she must notify Human Resources. HR staff will authorize the treatment and advise the employee where medical treatment has been approved.

If treatment is not requested on the day of the injury, it may be sought at a later date if symptoms persist by notifying the Human Resources office.

wellness program

The wellness program is designed to promote, facilitate and enhance the quality of healthful living among all employees while striving to reduce health care costs to the institution and the individual.

All full time employees participating in the wellness program may use one-half hour per day, three days per week, during their normal working hours for such participation. The total weekly allotment may not exceed one and one-half hours of the employee's normal work week. The College mandates that use of this allotment is only for the wellness program and cannot be otherwise construed as "free" activity time. See Board Policy 6Hx12:6-46. Participation in the wellness program shall not interfere with normal work activities and needs of the department. All wellness time is subject to supervisors approval.

fitness center

Challenge yourself and better your health in the FGC fitness center, located in Building 30. You will need your employee ID number to check in. Please see the college website for hours of operation.

campus bookstore

The Bookstore provides a wide range of items for sale to students, faculty, and staff of the College. The Bookstore is located in the Student Union Building (SUB).

EMPLOYEE BENEFITS & SERVICES



library

Staff and faculty are welcome to use the Wilson S. Rivers Library. Among the services offered to library users are reference help and interlibrary loans. Physical books, magazines, and DVD's are available for checkout, along with a large collection of ebooks and databases. There are plenty of computers and a few study rooms available for research. Faculty are encouraged to place special materials on reserve for their students and to ask for help in preparing reading lists. Library staff are also available for library orientation and research assistance for students, faculty, and staff.

computer use

All use of College technology resources must be consistent with the business of the College. Information placed on the system must relate only to responsibilities assigned to the employee. Use of the system for any personal profit-oriented, commercial or business purpose is strictly prohibited, as are any threatening, obscene or defamatory statements. Sharing or loaning an account to any individual not assigned to it is strictly prohibited. Prohibited activities also include attempting to modify equipment or software; the installation of unauthorized or unlicensed software; attempts to circumvent or interfere with established network security devices.

telephone/computer work request

Should your computer or telephone not be functioning properly, email the Technology department helpdesk for service. That email address is helpdesk@fgc.edu. If your computer is down or email not working, you may call the helpdesk at ext. 4408.

facilities work request

If an employee desires work done in his or her area (furniture moved, repairs, etc.), the request must be approved by the supervisor and submitted to College Facilities. See the responsible clerical person in your area to submit a request.

gateway grill

There is a cafeteria available to staff and students located in the Student Union building. For more information on hours of operation and the offerings and prices, visit the cafeteria.

identification cards

All full-time faculty and staff should have a photo identification (ID) card made in the Student Activities Office located in Building007, The Charles W. Hall Student Center. Nursing and Health Sciences department adjuncts should also have an ID made. The photo ID is free of charge.

EMPLOYEE BENEFITS & SERVICES



keys

A request for permanent or temporary use of an electronic access card or keys must be approved by your supervisor and appropriate vice president. Forms for requesting them are available on the College intranet or College Facilities Department. The President must approve all requests for site master keys. The recipient of the card or key(s) is responsible for safeguarding them at all times, shall not allow duplicate key(s) to be made, and, if lost or stolen, shall submit a written report to the College Facilities Department immediately. The card or key(s) must be returned to the College Facilities Department at the time the person resigns, is terminated, or for any other reason no longer requires the card or key(s). Department heads must ensure Adjuncts' cards and keys are turned in each semester.

college committees

Certain standing committees have been established at the College. These committees assist in the overall governance of the College by dealing with the current College affairs and by considering matters which advance the College into the future. Each committee has prescribed functions. Standing committees are limited to the fewest number of members to carry out certain governance tasks of the College while trying to maintain equal representation from each division. When unusual needs arise, a task force is generated with faculty, student, and staff membership to study the subject or problem in question and carry out the duties prescribed. The governance structure is reviewed each year.

A task force discontinues its activity upon completion of its functions. Standing committees continue in operation until such time as they can be discontinued or joined with another.

Your supervisor can provide you with a list of the current committees and their functions. You may be asked to participate on one of the committees or you may wish to volunteer. In so doing you will have an opportunity to be a part of the governance of the college. The Committee Structure Handbook is available on the College Intranet.

foundation

The Foundation for Florida Gateway College is a tax-exempt, 501(c)3, not-for-profit organization with the sole purpose of raising funds to support and enhance Florida Gateway College programs. The Foundation is governed by a volunteer board of directors with oversight from the College president and the FGC District Board of Trustees. The Foundation provides support in two basic areas, student scholarships and program enhancement funds such as equipment, teaching resources, program development and other non-scholarship support. Gifts are tax-exempt and all employees are cordially invited to participate. Payroll deduction may be utilized to contribute to the Foundation. For more information, contact the Foundation at ext. 4201.

EMPLOYEE BENEFITS & SERVICES



mail service

The mailroom is located in the Building 25. Daily mail pickup and delivery is made to all areas. Postage is applied to all outgoing mail and charged to the sending department. Therefore, outgoing mail is for official use only. Employees may not send or receive personal packages through the mailroom.

transportation

When an employee travels to a meeting away from campus he/she will generally use his/her own vehicle and be reimbursed for mileage, or a rental car may be requested.

email

Important announcements are regularly disseminated across campus by electronic means. It is incumbent upon you to check your email on a regular basis to be kept abreast of important information. When you are going to be out of your office for an extended period of time you should turn on your out-of-the-office function so the sender will know that you did not immediately receive the message. Always remember that campus e-mail is on the College server and as such is subject to the computer use guidelines and may be monitored at the discretion of FGC. Official College communication will only go through the employee's FGC email account. Additionally, email communications may be public records pursuant to Chapter 119, Florida Statutes.

complaint handling procedure

Under normal conditions, if you have a job-related problem, question or complaint, you should discuss it with your supervisor. The simplest, quickest and most satisfactory solution will often be reached at this level. However, should you feel the complaint cannot be resolved in this informal method or if it is felt that it is a grievable issue, a formal grievance procedure has been established.

All complaints/grievances will be afforded the strictest confidentiality without fear of reprisal or retaliation and will be processed in the manner set forth in Policy 6Hx12:6-10. Grievance forms can be obtained from the Human Resources Office.

EMPLOYEE HEALTH & SAFETY



The College strives to provide safe working conditions for our employees. The College observes the safety laws of the governments within whose jurisdictions we operate. Safety is every employee's responsibility, and all employees are expected to do everything reasonable and necessary to keep the College a safe place to work.

accident or injury

No matter how insignificant an on-the-job injury may seem when it occurs, notify your supervisor or the Human Resources Department immediately.

college closing- weather or other emergency

If the College President deems it necessary to close the College for weather or other reasons, administrators and department heads will be notified via text, email, website and/or telephone. Area radio and television stations are notified and you are encouraged to monitor these stations for information. The college website and social media will be updated with closure information, if possible. The college's RAVE system may also be used to send texts and automated telephone calls to students and employees. The message on the College switchboard will be modified, if possible, to announce the closing. If in doubt, you may call the College Safety and Security Department at ext. 4428 or your supervisor.

fire or other disaster

Florida Gateway College has an emergency procedure to follow in the event of fire or disaster. Exits, fire extinguishers and first aid kits are located throughout the College. Exits and areas around fire extinguishers must be kept clear at all times

STANDARDS OF CONDUCT & CORRECTIVE ACTION



Groups of people who are working together for any purpose require certain guidelines pertaining to their conduct and relationships. Accordingly, our employees must be aware of their responsibilities to the College and to co-workers. We strive to take a constructive approach to disciplinary matters to ensure that actions which would interfere with operations or an employee's position are not continued.

Violation of our standards will result in one of the following forms of corrective action:
Discharge, suspension, written warning or verbal warning.

In arriving at a decision for proper action, the following will be considered:
The seriousness of the infraction, the past record of the employee and the circumstances surrounding the matter.

Although there is no way to identify every possible violation of standards of conduct, the following is a partial list of infractions which will result in corrective action, up through and including dismissal:

- Falsifying employment application, timecard, or other College documents or records.
- Unauthorized possession of College or personal property, gambling, carrying weapons or explosives, or violating criminal laws on College premises.
- Fighting, throwing things, horseplay, practical jokes or other disorderly conduct which may endanger the well-being of any employee on College premises.
- Engaging in acts of dishonesty, fraud, theft or sabotage.
- Threatening, intimidating, coercing, using abusive or vulgar language, or interfering with the performance of other employees.
- Neglecting one's work or interfering with the work of another employee.
- Insubordination or refusal to comply with instructions or failure to perform reasonable duties which are assigned.
- Unauthorized use of College material, time, equipment or property.
- Damaging or destroying College property due to careless or willful acts.
- Conduct which the College feels reflects adversely on the employee or College, and which is not legally privileged or protected.
- Performance which, in the College's opinion, does not meet the requirements of the position.
- Engaging in such other practices as the College determines may be inconsistent with the ordinary and reasonable rules of conduct necessary to the welfare of the College, its employees, or clients.
- Negligence in observing fire prevention and safety rules.
- Other circumstances for which the College feels that corrective action is warranted.

This list is intended to be representative of the type of activities which may result in disciplinary action.

STANDARDS OF CONDUCT & CORRECTIVE ACTION



absence without notice

For us to operate our College effectively, we ask that you keep us informed of your status when you are off work because of illness or accident from any cause. All absences of employees from duty must be covered by duly authorized and granted leave, and be accurately recorded and reported. Employees willfully absent from duty without leave shall forfeit compensation for the time of such absence and be subject to discharge and forfeiture of tenure and all other rights and privileges as provided by law. If employees who have been granted leave fail to return to duty at the termination of leave, their employment shall be subject to cancellation by the Board.

attendance standards

Punctuality and regular attendance are essential to the proper operation of the College. These also help you to establish a good working reputation and add to your opportunity for advancement.

If you are unable to report for any reason, if you will arrive late, or must leave early, notify your supervisor or designee, or, if unavailable, his/her direct supervisor, within the first 30 minutes of the work day. You may also notify the Human Resources Office should you fail to reach your supervisor.

We reserve the right to require a physician's release when an employee returns to work following a disability or prolonged illness.

alcohol & drugs

The College recognizes that alcohol and drug abuse in the work place has become a major concern. The College believes that by reducing drug and alcohol use we will improve the safety, health and productivity of employees. The object of the College's alcohol and drug policy is to provide a safe and healthy workplace for all employees, to comply with Federal and State health and safety regulations, and to prevent accidents.

The use, possession, sale, transfer, purchase or being under the influence of intoxicating liquor, illegal drugs or other intoxicants by employees at any time on College premises or while on College business is prohibited. The illegal use of any drug, narcotic or controlled substance is prohibited. Employees must not report for duty or be on College property while under the influence of, or have in their possession while on College property, any intoxicating liquor, marijuana or illegally obtained drug, narcotic or other illegal substance. (Board policy 6Hx12:10-09)

STANDARDS OF CONDUCT & CORRECTIVE ACTION



changes in handbook

This handbook is intended to provide general information allowing you to familiarize yourself with employment conditions and rules at Florida Gateway College. It is by no means intended to be legalistic or exhaustive. It may be changed in any manner at anytime, and does not constitute a contract of employment.

conflict of interest

The College expects its employees to conduct business according to the highest ethical standards of conduct. Employees are expected to devote their best efforts to the interests of the College and the conduct of its affairs.

Business dealings that represent, or appear to represent, a conflict between the interests of the College and an employee are unacceptable. The College recognizes the right of employees to engage in activities outside of their employment which are of a private nature and unrelated to our business. However, a policy of full disclosure must be followed to assess and prevent potential conflicts of interest from arising. Contact your supervisor or the Human Resources Office if you have questions regarding a possible conflict of interest or outside work. See Board Policy 6Hx12:6-12.

dress & appearance

Employees are expected to maintain an appropriate appearance which is business-like, neat and clean, as determined by the requirements of the work area. Dress and appearance should not be offensive to visitors to our campus or other employees.

Appropriate appearance includes:

Attire – Generally clean, pressed, appropriate business attire.

Hair – Clean, combed and neat. Shaggy, unkempt hair (including facial) is not acceptable.

Personal Hygiene – Good personal hygiene habits must be maintained.

solicitation & distribution

Soliciting by one employee of another employee, or collecting from one employee by another, for any purpose, resulting in neglect of work or interference with work of another is prohibited. Distributing literature and circulating petitions during work time or in work areas at any time is also prohibited to the maximum extent authorized by law. Trespassing, soliciting or distributing literature by non- employees is prohibited on College premises.

STANDARDS OF CONDUCT & CORRECTIVE ACTION



harassment, including sexual harassment

The College is interested in human dignity and protection of its employees and is particularly concerned about the possibility of undue employee harassment, whether sexual, racial, ethnic or other type. Undue harassment in any form – verbal, physical or visual– is strictly against College policy and will result in corrective action. Defining sexual harassment precisely is not easy but it certainly includes slurs, threats, derogatory comments, unwelcome jokes, exposure to sexually oriented literature or pictures, teasing or sexual advances, and other similar verbal or physical conduct. If you believe you have been the victim of harassment, or know of one who has, report it immediately to your supervisor, and/or the Human Resources at ext. 4313. Board Policy 6Hx12:6-45, Title IX & Board Policy 6Hx12:6-23, Discrimination & Harassment outlines the College's sexual harassment policy and procedures.

smoking on campus

Smoking is prohibited inside any building on campus, on covered porches or covered areas attached to covered porches, in hallways/corridors, or within 25 feet of any exterior door. The college has designated smoking areas on campus which include:

- 1.The gazebo east of building 103
- 2.The gazebo north of building 14
- 3.Anywhere in an open-air area at least 25 feet from any sidewalk, building, or areas where students assemble prior to entering a building.

Cigarette butts should be disposed of properly by using conveniently placed ash trays. Failure to do so will be considered littering. Violation of the policy will result in warnings and/or fines.

facility requirement based on gender

All campus restrooms, locker rooms, and showers designated for use by a particular sex are to be used exclusively by persons of that sex, as designated at birth. A person can only enter a restroom, locker room, or shower designated for the opposite sex under the following circumstances:

- To accompany a person of the opposite sex, to assist or chaperone a child under the age of 12, an elderly person, or a person with a disability or a developmental disability;
- For law enforcement or governmental regulatory purposes;
- To render emergency medical assistance or to intervene in any other emergency situation where the health or safety of another person is at risk;
- For custodial, maintenance, or inspection purposes, provided that the restroom or changing facility is not in use; or If the appropriate designated restroom, locker room, or shower is out of order or under repair, the restroom, locker room, or shower contains no person of the opposite sex.

Any employee who willfully enters a restroom, locker room, or shower designated for the opposite sex for any reason other than the above list and refuses to depart when asked to do so will be subject to disciplinary action which may include verbal warnings, written reprimands, suspension without pay and/or termination. (Board Policy 6Hx12:06-52)

FACULTY MATTERS



faculty rank

Academic rank has no relationship to the establishment of instructional salaries, nor are any quotas established. All non-tenured faculty will be classified as assistant professor. Tenured faculty will be classified as associate professor or professor. All adjunct faculty will be classified as instructors.

faculty contracts

Only faculty members not on continuing contract will be issued a contract for employment annually. Generally the probationary period for faculty is five (5) years. The standard academic load for faculty member contracts is fifteen (15) credit hours or eighteen (18) credit hours depending on work schedule selected, or equivalent.

tenure- continuing contract

A faculty member who has served at the College for five (5) full years in the capacity of a full-time instructor may be eligible for tenure. The granting of tenure and continuing contract status is contingent upon performance and the recommendation of the Vice President & approval of the President & Board of Trustees.

hours on campus

Faculty members are expected to be on campus to teach students and to be available to them for assistance and counseling. There are also other matters which must be cared for on campus: therefore, faculty members are expected to spend at least twenty-five (25) or thirty-three (33) hours per week, depending on work schedule selected, on campus or on authorized temporary duty assignment.

All full-time instructors are to be available for:

- Required class time
- Required clinicals (health related courses)
- Office hours
- Faculty meetings as called
- Committee meetings
- Attendance at College-related functions as required
- Academic advising
- Student recruitment

Part-time instructors are to be available for:

- Required in-class time
- 30 minutes per 3-hour credit course (or its equivalent) office hours per week

All faculty members must file a copy of his or her on-campus schedule and faculty load report with the department head and post a schedule on the faculty member's office door.

If you must leave work early for any reason, notify your supervisor.

ACADEMIC INFORMATION



academic freedom

Florida Gateway College supports its faculty members in their freedom to search for and disseminate truth. Academic freedom carries with it responsibilities and duties correlative with rights; such as: accuracy, appropriate restraint, and respect for the opinion of others. Academic freedom must be exercised within the framework of responsibility and the ethical commitment to which the College subscribes. The principles of academic freedom include:

- 1.The right of each student to pursue and acquire knowledge in an atmosphere of free inquiry.
- 2.The right of each faculty member to pursue, acquire, and disseminate knowledge in the faculty member's academic area (or related academic areas) in an atmosphere of free inquiry.
- 3.The right of members of the academic community to pursue learning free from disruption with due process for all concerned.

class cancellations

From time to time the administration may determine that classes do not have sufficient enrollment and may be canceled.

faculty meetings

Instructional personnel are expected to be present for established faculty meetings as part of their regular duties unless they have a scheduled class or are absent on College business.

ACADEMIC INFORMATION



class rosters

All faculty members will print from MyFGC the Preliminary and Official Class Rosters for each class taught. The steps to access class rosters are located in the Tutorials section of the Registration and Records web page. The supervisor will ensure that faculty members print the Preliminary Roster the morning of the first class meeting. If there is any student in your class who is not on the class roster, he or she should contact the Office of Registration & Records. Revised Rosters and Official Rosters indicate students who have paid or legally deferred their fees and are considered to be officially enrolled at the College. Faculty will be provided with a Revised Class Roster which should be checked and circle the name of any student who has never attended. The Revised Rosters should be signed by the faculty member and returned to the appropriate office by the designated due date. These rosters will be sent to Registration & Records and the students circled as never attending will be dropped. The revised rosters must be processed before financial aid can feed to student accounts.

For minimester courses that start before or after the first day of classes for a semester, the instructor should print the class roster from the official roster in MyFGC on the first day of class. This should be used as the revised roster to verify enrollment and report students who have never attended following the process set out above. Make sure to print an updated course roster after add/drop ends.

It is important to accurately report students who have never attended. Ramifications include: students being refunded fees that must be repaid or financial aid being over-awarded and the college, the student, or both required to repay those funds.

Once Revised Rosters are submitted to Registration & Records, any corrections should be submitted by the faculty member to the supervisor. If approved, the vice president or designee will send the official notification to the Office of Registration & Records. It is only upon receipt of the approval of the vice president that the Office of Registration & Records will process corrections.

Banner feeds to Canvas on a regular basis, but is not immediate. Therefore, MyFGC is the most accurate enrollment information. If a student is dropped in error and has to be reinstated, they will not have access to Canvas until that feed has taken place.

All instructors will print the official class rosters on the date established by the vice president (after notification that all revised rosters have been processed by the Office of Registration & Records). The official rosters should be accurate and any errors should be resolved immediately. Should instructors have any questions about class rosters or the monitoring of student attendance, they should contact their immediate supervisor.

course syllabus

Faculty shall prepare a syllabus for each class taught. Included in the syllabus will be a brief description of all required assignments, approximate value of each assignment in the course grade, instructor's attendance policy, instructor's grading scale, the academic honesty statement, the disability statement, the college withdrawal policy, civil rights and compliance statement, FERPA statement, SACS statement, and the library orientation statement for Gordon Writing Rule courses. A copy of the syllabus must be given to each student at the first class meeting. See the Faculty Handbook for syllabus requirements.

ACADEMIC INFORMATION



final exams

Each faculty member who teaches a college credit course shall administer a final examination during the examination time set aside by the College. At the faculty member's discretion, in conjunction with division policy, he/she may provide other appropriate instructional activity during the specified time, and in lieu of a final examination, or may continue instruction during the scheduled final exam period.

intellectual property

Florida Gateway College subscribes to the belief that intellectual property rights should be respected and honored, and fair and appropriate use of published materials is both a legal and an ethical obligation that all members of the College community should observe. FGC Board Policy 6Hx12:04-14 addresses in detail intellectual property rights.

ordering textbooks

The Campus Bookstore, located in the Student Union Building handles the ordering of textbooks through the division offices. Faculty may borrow a copy of the text from the bookstore with the understanding that, after obtaining a copy from the publisher, the bookstore copy will be returned in "new book" condition. Cooperation in working with the bookstore manager and utilizing text books in stock before changing textbooks is requested.

The College has a Textbook Committee whose purpose is to review textbooks used in courses taught in each discipline to ensure that the adoption of textbooks conforms to current State guidelines as prescribed by the State Board of Education. There may be an exception where the selection of a textbook will be mandated by external requirements (i.e. specific textbooks for required State programs).