



BOARD ACTIONS

TO: Faculty, Staff and Students
FROM: Michael A. Middleton, Interim President
DATE: November 9, 2017
SUBJECT: Action Items - Board of Curators

During its meeting on November 9, 2017 the Lincoln University Board of Curators took the following actions:

1. Appointed a Nominating Committee for the purpose of choosing a slate of officers to be elected at the first meeting of the calendar year 2018.
2. Approved the attached Updates to the University Rules and Regulations – Chapter 3 – Academic Affairs. (For additional information contact Dr. Debra F. Greene, Interim Provost and Vice President for Academic Affairs)
3. Received and accepted the audit report presented by Baird, Kurtz, and Dobson (BKD) LLP for the year ending June 30, 2017. (For additional information contact Mrs. Sandy Koetting, Chief Financial Officer)
4. Approved the attached Time and Effort Reporting Policy – Rules and Regulations Section 4.10.4.1. (For additional information contact Mrs. Sandy Koetting, Chief Financial Officer)
5. Approved the attached Dual Enrolled Student Tuition Rate Modification. (For additional information contact Mrs. Sandy Koetting, Chief Financial Officer)
6. Approved the attached To Study and To Labor Program. (For additional information contact Dr. Jerome Offord, Jr., Dean of Administration and Student Affairs)

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7. Approved the candidates for the various degrees to be awarded at the completion of the 2017 fall semester, pending successful completion of all requirements and finalization of all other obligations to the University. (For additional information contact Dr. Debra Greene, Interim Provost and Vice President for Academic Affairs)

8. Approved the following sabbatical leave requests:

Dr. Mara Aruguete, Professor of Psychology – Full Year Sabbatical Leave
August 2018 - May 2019

Dr. David Bouras, Associate Professor of Business – 2018 Fall Semester

9. Approved Professor Emeritus status for:

Dr. James Borgwald, Professor of Physics

Dr. Thomas Omara-Alwala, Professor of Agriculture

The next meeting of the Lincoln University Board of Curators will be held on
Thursday, February 8, 2018



OFFICE OF ACADEMIC AFFAIRS AND PROVOST

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ACTION ITEM

To: Lincoln University Board of Curators
Through: President Michael Middleton
From: Dr. Debra F. Greene, Interim Provost/VPAA
Date: October, 2017
Re: Updates to University Rules and Regulations

As a result of a number of changes in Academic Affairs during the 2016-2017 academic year, there are a number of updates needed for the university rules and regulations. The following changes reflect attempts to add to the rules and regulations the new additions to the academic structure as well as to codify actions that are currently being used to carry out the work of the instruction. I; hereby, recommend these changes for approval.

3.06 Schools: Leadership

Each school shall be headed by a dean. The dean shall have the academic rank of associate professor or professor. Deans are selected by the president of the university upon recommendation of a screening committee. The search for appropriate candidates must be conducted in accordance with the university's hiring practices and procedures. The dean shall be appointed for a term of one, two, or three years and shall be eligible for reappointment. Reappointment shall be at the discretion of the president and shall be based upon recommendation of the vice president for Academic Affairs. Prior to reappointment of a dean, the VPAA shall initiate a systematic, anonymous evaluation of the dean by faculty members of the school, as appropriate.

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An equal opportunity institution*

The dean shall have the following responsibilities:

- Responsible for the recruitment, appointment, reappointment/retention, promotion and tenure of the school's faculty.
- Provide leadership for the School's student community and is responsible for developing and implementing curriculum as well as recruitment and career services
- Participate in local, state, and national meetings
- Lead in publicizing and disseminating information about the School
- Support the university's commitment to diversity and foster academic and non-academic activities to increase the School's visibility within the university and the larger community; and enhance Lincoln University's efforts to prepare a culturally diverse cadre of students
- Represent the University to important constituencies, including various local, state, national and international groups.
- Responsible for alumni relations and stewardship.
- Responsible for articulating the development needs of the School
- Lead fund-raising for the School working closely with the Director of Philanthropy in developing and executing those plans; promote and secure grants and contracts to fund programs within the School
- Assume other responsibilities as assigned by the VPAA or president

VPAA Perspective

With failure to find an appropriate Dean for the College of Professional Studies, the departments of Business, Education, Nursing and the Graduate programs were approved for conversion to Schools with the above responsibilities, most importantly fund-raising for the areas.

3.07 Academic Departments: Leadership

3.11 The Division of ~~Continuing Education Educational Innovation~~ and Extended Studies

The Division of ~~Continuing Education Educational Innovation~~ and Extended Studies is managed by a director who reports to the VPAA. The director shall coordinate credit (i.e., Intersession, Cooperative Education, and off-campus courses) and non-credit courses and workshops designed to meet the needs of non-degree, part-time and special interest students and groups. The director shall also provide administrative oversight for the ~~Center for Teaching and Learning~~ innovations in instructional education through faculty training and professional develop in the area. The director shall formulate policies, regulations and procedures which, when approved, shall govern the operation of ~~Continuing Education Educational Innovation~~ and Extended Studies.

3.11.1 ~~Center for Teaching and Learning~~

~~The Center for Teaching and Learning~~ The Division of Educational Innovation and Extended Studies coordinates activities and workshops to foster the improvement of teaching and learning. The main objective of the ~~Center division~~ is to assist faculty and staff in expanding skills, including technology related strategies that enhance the teaching/learning process. Staff in the ~~Center Division~~ coordinate and conduct workshops and training sessions to meet needs identified by individuals, groups, and departments. ~~The Center staff is also responsible for the maintenance of the multi-media equipped classrooms across campus.~~

VPAA Perspective

The Division of Continuing Education and the Center for Teaching and Learning were merged and renamed. This change actually brings the two areas back together after a number of years as separate units.

3.22.2 Promotion and Tenure Criteria and the Evaluation Process

Committees and individuals who evaluate promotion and tenure applications will assess each area of the application using a three-point scale. The evaluation will focus on the quality of performance in each area. The tables below provide examples of how quality of performance in each of the three criteria might be scored:

- (3) Outstanding: Extensive and Continuous Record of Top Quality Work
- (2) **Neutral Proficient**: Completes the Minimum Requirements of the Position
- (1) **Poor Deficient**: Does Not Meet Minimum Requirements of the Position

VPAA Perspective

The terminology implies that only a 3 rating is acceptable and leads faculty evaluations to be skewed toward that level when many should be in the mid-range at proficient. The term "poor" does not indicate that there is room for improvement.

3.26.4 Non-Reappointment

Notification of non-reappointment shall be given by March 1 for persons in their first year of probationary service and by December 15 for persons in their second or later years. ~~For persons in their third through sixth years of probationary service, notification of non-reappointment shall be given not less than one calendar year prior to expiration of the terminal contract.~~

VPAA Perspective

Deleting this condition eliminates confusion as to when faculty can expect to be notified of non-reappointment.

3.31.1 Overload Policies

An overload during a fall or spring semester is defined as any instructional duties beyond the normal twelve-credit-hour load. The following stipulations regarding overloads shall apply:

3. Full-time faculty will receive payment for overloads during the regular academic year for approved teaching beyond the normal credit or contact hours. Overload payment will be based upon credit hours in excess of twelve per semester or twenty-four per academic year, or upon contact hours in excess of those described above in 3.31. Overload payment will be calculated per credit hour ~~and will be equivalent to the adjunct pay calculation. (See Chapter VIII, section 8.12.2.)~~

5. In cases when the semester overload is for a course that does not meet minimum enrollment standards, the faculty member may be compensated on a prorated basis where the pay for instructional services will be equivalent to the amount of fees generated through per student credit hour charged. The amount of pay for "tuition only" shall not exceed the regular overload compensation. ~~The decision regarding the amount of the prorated payment to be made to the faculty member will be determined based on the number of students enrolled in the course on the deadline date for adding classes, and agreement must be reached among the proposed instructor, the department head, and the dean, with written approval at all levels.~~ Faculty who elect to provide instruction in special situations for which compensation is not provided will be credited in performance ratings with having made special contributions to the university's programs and the welfare of the student(s).

VPAA Perspective

Aligns the regulations with practice. Overload pay is no longer negotiated when the enrollment of the course is below the required minimum. The overload amount is calculated on the per credit hour fee for teaching a course and compared to the tuition generated. The faculty member is paid the lesser to the amounts.

3.31.2 ~~Instruction for Classes with Below~~ Minimum Class Enrollments

VPAA Perspective

Cleans up the language of the rule.

3.32.3 Summer Instruction for Classes with Below Minimum or Small Enrollments

As a general rule, the following minimum levels of enrollment are required in order for summer classes to be held:

Graduate Level 5 students

Upper Division (Undergraduate Level) 15 students

Lower Division (Undergraduate Level) 15 students

In cases where class enrollment minimums are not met, the college **or school** dean is authorized to adjust compensation in accordance with the following stipulations:

1. When regularly advertised classes that do not reach minimum enrollment levels are offered, the faculty member may be compensated at a prorated basis **of 42% of tuition generated in courses calculated on the flat course fee** with less than minimum enrollment of 15 students to the level of 5 students. At 4 or fewer students, uncompensated conference courses should be considered (see rules on conference courses).


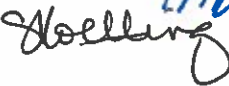
VPAA Perspective

Adding Schools to the rule and correcting the formula for paying summer instruction based on the \$4,000 flat rate of pay for courses at 15 students or more.



OFFICE OF THE CHIEF FINANCIAL OFFICER

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TO: Members, Lincoln University Board of Curators
THROUGH: Michael Middleton, Interim President 
FROM: Sandy Koetting, CFO 
DATE: October 27, 2017
SUBJECT: Time and Effort reporting policy

Attached is a new policy to support OMB Uniform Guidance (2 CFR 200) related to time and effort reporting for grants and contracts. In a fact sheet provided by NIFA on 9/20/17, institutions should have a formal policy statement pertaining to time and effort reporting. The University has a procedure currently in place to track and review budgeted effort to actual effort. This policy will validate and support the current procedures. Additional time will be spent to reevaluate and update procedures as well as provide training to those impacted by this policy.

Your approval is requested.

If you have any questions, please let me know.

Attachment

4.10.4.1 (recommended new section) Time and Effort Reporting

All institutions who receive federal funds must comply with the Uniform Guidance (2 CFR 200) concerning compensation and time and effort reporting. University records must ensure that internal controls sufficiently document that an employee's allocation of time worked is equivalent to the allocation of pay received from all federally funded projects. This policy also applies to all state and private funds used to match federal dollars. Time and Effort reports must represent in percentages totaling 100% a reasonable estimate of an employee's effort for the period being reported.

Lincoln University faculty and staff are expected to charge their time to sponsored awards commensurate with the committed effort expended on all activities they perform. All individuals who receive any compensation from a federal award or a non-federal award where the non-federal sponsor requires effort reporting (Sponsored Projects) are required to certify their effort no less often than biannually. This process ensures that salaries and wages are properly expended and that actual effort is consistent with the committed and budgeted effort.

Each employee whose time is partially or fully committed to a federally Sponsored Project shall complete Time & Effort reports as required by the University. Reporting is required regardless of whether such time is paid by the sponsor, or is an unpaid contribution. Committed cost sharing must be included in effort reports.

Lincoln University uses an "after-the-fact" effort reporting system to certify that salaries charged or cost shared to Sponsored Projects are reasonable and consistent with the work performed. This indicates that the distribution of salaries and wages will be supported by activity reports signed by the employee and certified by a responsible person with suitable means of verification that the work was performed at the end of the specified reporting period. Time and Effort reports shall be incorporated into the records of the University and retained in accordance with the sponsor regulations and/or the University's Records Retention Schedule.

The federal government can impose severe penalties and funding disallowances as a result of missing, inaccurate, incomplete, or untimely effort reporting. Lincoln University expects that PIs will complete time and effort reports completely and in a timely manner. Consequences to not doing so may include, at the discretion of the administration, withholding submission of new grant proposals. Lincoln University also reserves the right to charge cost disallowances on Sponsored Projects resulting from the PI's failure to submit appropriate time and effort reports to the PI's F&A Project, if available, and then to the departmental operating account(s).

3.12 .2 Time and Effort reporting policy is found in section 4.10.4.1.



FACT SHEET

TIME AND EFFORT REPORTING - OMB STANDARDS

This Fact Sheet focuses on these frequent areas of concern, including documentation of personnel expenses, reconciliation of estimates, allowances for Institutions of Higher Education, expectations for institutions regarding written policies and procedures, NIFA's common monitoring findings, and NIFA recommended corrective actions. As a recipient of a federal grant award (capacity and competitive), NIFA grant recipients who direct charge faculty or staff salaries (including students and post docs) to NIFA awards, or use faculty or staff salaries to meet matching requirements, must follow internal controls, cost allocation, and documentation requirements under the Uniform Guidance (2 CFR 200). When conducting reviews, NIFA will examine institutional records (policies, procedures, General Ledger, supporting documentation, etc.) and interview personnel to ensure compliance with Uniform Guidance requirements. In its reviews, NIFA has found common areas of findings in time and effort reporting.

Monitoring Review Standards for Documentation of Personnel Expenses (2 CFR 200.430(h)-(i))

OMB standards require a grantee's (non-federal entity) records to ensure that the institution's system of internal controls is adequate to:

1. Ensure that matching funds follow the same policies and procedures as federal funds.
2. Ensure that payroll costs are properly/accurately charged.
3. Determine whether there are records to support the distribution of an employee's salary among different funding sources, federal awards, or other activities.
4. Reconcile budget estimates against actual activity.
5. Support the process to review interim charges after-the-fact and make needed adjustments.

Allowances for Institutions of Higher Education in the Uniform Guidance (2 CFR 200.430(i)(1)(x))

1. Split appointments (e.g., teaching, research, service, and administration) are often inextricably intermingled in an academic setting.
2. A precise estimate of factors that contribute to costs is not always feasible, nor is it expected.
3. However, to ensure accurate and allocable charging of salaries, institutions must have documented support for the distribution of an employee's salary among specific activities or cost objectives if the employee works on more than one federal award. (2 CFR 200.430.i.1.vii)

Written Policy and Procedure Expectations for Institutions

To provide reasonable assurance that the payroll costs charged to NIFA awards are accurate, allowable, and properly allocated across multiple awards or activities, institutions must have:

1. Written policies and procedures for grant-funded personnel that:
 - Contain prescribed measurement and tracking methods for staff effort and the sources of funds from which they are being paid. The measurement method should be consistent across staff classifications;
 - Identify who will certify effort reports (e.g. faculty and staff vs. students and post docs);
 - Identify who has oversight over reviewing, approving, tracking, and allocations; and
 - Contain clear procedures to adjust effort levels when appointments change.
2. Ensure that tracking methods are documented and tie back to institutional effort reports.
2. Written policies and procedures for accounting staff regarding the review of budgeted estimates against actual work (effort).
 - Under the Uniform Guidance, estimates determined before the services are performed do not qualify as support for charges to Federal awards. (2 CFR 200.430(i)(1)(viii)).
 - There must be a process to review after-the-fact interim charges made to federal awards based on budget estimates. All necessary adjustments must be made such that the final amount charged to the Federal award is accurate, allowable, and properly allocated.

Common NIFA Monitoring Findings

1. NIFA is unable to conclude if payroll allocations for split appointments are accurately charged to NIFA grants.
1. NIFA is unable to validate whether systems of internal controls include a review process to ensure charges based on actual effort versus budgeted estimates.
1. NIFA is unable to find sufficient internal controls to reasonably assure that the amounts charged to federal awards are accurate, allowable, and properly allocated.

Recommended Corrective Actions

- Develop internal personnel and accounting policies and procedures for:
1. Measuring, documenting, and reporting the percentage of effort expended on federal awards (effort reporting forms).
 2. Designating appropriate staff to review and certify effort reporting forms.
 - Staff that are accountable for the review and overall certification of time and effort reports, as well as supporting documentation, must have sufficient knowledge to do so (e.g. Project Directors or Principal Investigators).
 3. Reviewing and certifying effort reporting forms timely. We recommend that institutions review and certify effort reporting forms at least biannually to meet the requirements under the Monitoring Review Standards for Documentation of Personnel Expenses (2 CFR 200.430(h)-(i)) section above.
 4. Implementing the above policies and procedures, such as staff training, employee manuals, or other means.



NIFA Contact: Maggie Ewell
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September 20, 2017



OFFICE OF THE CHIEF FINANCIAL OFFICER

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TO: Members, Lincoln University Board of Curators
THROUGH: Michael Middleton, Interim President 
FROM: Sandy Koetting, CFO 
DATE: October 30, 2017
SUBJECT: Dual enrolled student tuition rate modification

The Division of Educational Innovation and Extended Studies presented a proposal to revise the tuition and fee structure for dual enrolled students. Dual enrolled students should not be confused with dual credit students.

Dual credit students: High school students who may take a college level course that will be counted towards both high school credit and college credit. Dual credit courses are courses for only high school level students and are taught by high school teachers. Dual credit students currently pay \$75 per credit hour with no fees.

Dual enrolled students: High school students who take a college level course for college credit only. Dual enrolled courses are taught by University faculty. Dual enrolled students currently pay \$75 per credit hour plus technology fees of \$173.94 per semester and the online course fee of \$50 if the course is online.

The proposal was submitted and reviewed by the Budget Committee. The proposal is to create a reduced tuition rate compared to the standard in-state undergraduate rate of \$209 per credit hour. These students would not pay any fees. The proposed per credit hour rate is \$150 per credit hour and is valid until they graduate from high school.

The effective date is proposed to be spring 2018.

Your approval is requested.



OFFICE OF THE DEAN OF ADMINISTRATION & STUDENT AFFAIRS

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ACTION ITEM

TO: Lincoln University Board of Curators

THROUGH: Mr. Michael Middleton, Interim President

FROM: Dr. Jerome Offord, Jr. 
Dean of Administration and Student Affairs

DATE: October 29, 2017

SUBJECT: **To Study and To Labor Program**

According to a recent report, Learning While Earning: The New Normal (2015), published by the Georgetown Center on Education and the Workforce, "...Seventy percent of college students work while enrolled full-time." The report continues to look at non-traditional students (mature workers) and traditional aged college students (young workers) by comparing the number of hours worked in a week. "Mature working learners are more likely to be working full-time, but over a third of young working learners work more than 30 hours per week while enrolled."

The Lincoln University ***to Study and to Labor Program*** is a need based institutional work study program. This program will allow the institution to respond to the growing needs to help students fund their education. The primary focus of the program is to provide students who are in dire need of gap funding (the difference between the costs of attendance and their available financial aid) and to reduce the number of students being deregistered due to lack of funding for school.

To implement the aforementioned, our current policy must be amended to create the institutional work-study program and to increase the number of hours a student can work on campus. Currently, our students can only work 20 hours per week. Many of them work off campus to cover the difference between their campus jobs and funds needed. Increasing the number of hours a student can work on campus does two things:

1. Increases student earning to help with tuition costs.
2. Students can work on campus, close to classes, professors, and for some, their residential hall.

8.06 Student Employment Policy

Currently enrolled students are eligible for employment through departmental ~~student employment and work-study (federal and institutional need based aid) student employment.~~ The hiring unit should have authorized budgeted funds for departmental student employment and complete the proper student employment request form. Employment through federal ~~aid and institutional aid~~/work study is also available for qualifying students based on need.

Departmental employment is limited to twenty-five ~~twenty~~ hours per week ~~during the semester/summer session and need based work-study employment (institutional and/or federal) is limited to thirty hours per week during the semester/summer session.~~ ~~A Departmental and Institutional work-study students~~ may be employed full time (forty hours per week) between semesters/sessions as long as the student plans to enroll for the upcoming semester/session. While twenty-five to thirty hours are available to students, departments should strongly suggest a workload that does not hinder a student's academic success. Supervisors should monitor student's academic performance. If a student is not in good academic standing, they cannot exceed 15 hours per week until their status has changed (this is for all classifications of student employees).

Student employees must complete an I-9 Work Authorization Form and state/federal tax withholding forms.

In accordance to federal USCIS guidelines, students attending the university on a F1-Visa (international students) are limited to working a maximum of 20 hours per week during the school sessions no matter what type of student employment program.

The department supervisor is responsible for monitoring the performance and conduct of the student worker and for submission of time sheets for payroll processing. The supervisor may terminate the student for poor performance, misconduct, or a lack of funding.

This policy will have two effective dates:

1. Departmental and institutional work-study – January 1, 2018
2. Federal work-study – July 1, 2018