



Faculty Handbook 2021



SECTION I: FACULTY GOVERNANCE

Constitution of the Faculty Association of Columbia College

Preamble

The Faculty of Columbia College, cognizant of its role in promoting excellence in higher education, and aware of the responsibilities, rights and obligations that this role entails, establishes this Constitution for the purpose of fulfilling that role.

With this Constitution the Faculty affirms its commitment to mutual understanding and respect, joint efforts and common devotion to the ideals of educational excellence in support of the mission of the College. To this end, this Constitution provides the framework through which the Faculty, as part of the College community, acts to govern itself, to participate in the shared governance of the College and to strive for the communication and coordination with the various constituencies of the College necessary to the realization of the high purposes of Columbia College.

Recognizing that the Faculty has primary responsibility for policies and decision making in such areas as curriculum, instruction, research, faculty appointments and status, and aspects of student life related to classroom instruction, this Constitution also acknowledges the need for joint efforts of faculty, administration, staff, students and trustees and others in achieving common educational goals.

Article I Faculty Association

Section 1.0: Purposes

- 1.1 The Faculty Association exists to promote conditions and maintain an atmosphere in which all members of the Faculty may fulfill their professional responsibilities.
- 1.2 The Faculty Association makes recommendations for actions to improve all components of the academic environment and to provide and promote opportunities for professional development.
- 1.3 The Faculty Association provides a formal, institutionally recognized voice of the faculty for expressing interests, concerns and positions on matters related to academic life and faculty welfare.
- 1.4 The Faculty Association, in formal meeting, reviews and makes recommendations regarding all major policies, new or revised, related to faculty personnel matters, academic degree requirements and significant changes in academic support resources or their use.
- 1.5 The Faculty Association cooperates with other constituencies of the College in the initiation, review, evaluation and implementation of policies, practices, procedures and programs related to academic life and faculty welfare.

Section 2.0: Membership

2.1 The Faculty Association is made up of full and associate members. Membership in the Faculty Association is automatic upon appointment.

2.1.1 All full time faculty in the schools of the College whose primary responsibility is teaching, whether on tenure appointment, tenure, tenure-track probationary appointments, renewable non-tenure-track appointments, or visiting appointments, are full members of the Faculty Association and have voting privileges.

2.1.2 Lecturers, adjunct faculty, emeritus faculty, and the professional librarians are associate members of the Faculty Association, may attend meetings and participate in deliberations, but do not have voting privilege and may not hold office.

2.2 The Faculty Association is the sole judge of its own membership and voting privileges.

2.3 Attendance at meetings of the Faculty Association is a professional responsibility of the full members.

Article II Composition of the Faculty Association**Section 1.0: Officers**

1.1 Officers of the Faculty Association are President, Vice President, Secretary and Parliamentarian.

Section 2.0: Regular Standing Committees

2.1 Regular Standing Committees of the Faculty Association are established or abolished only by formal amendment to this Constitution.

2.2 The following constitute Regular Standing Committees of the Faculty Association:

- Academic Assessment Committee
- Academic Honors and Awards Committee
- College -Wide Curriculum and Academic Policies Committee
- Elections and Professional Development Committee
- Faculty Governance and Handbook Committee
- General Education Committee
- Instructional Facilities, Resources, and Support Committee
- School Curriculum and Academic Policies Committees
- Welfare and Personnel Policies Committee

2.3: With the exception of the General Education Committee and the School Curriculum and Academic Policies Committees, each regular standing committee consists of a chair elected from and by the full members of the Faculty Association. The General Education committee is chaired by the Director of General Education, appointed by the Provost. With the exception of the School Curriculum and Academic Policies Committees, each standing committee has six voting members elected by and from the faculty of each school. The number of voting members representing each school on these committees must be as nearly as possible proportionate to the number of full-time faculty in that school divided by the total number of fulltime faculty employed by the College. The school CAP Committees are comprised of full-time faculty housed in their respective schools and are empaneled and chaired by processes determined by those schools. In addition, the Academic Assessment Committee, the College-Wide Curriculum and Academic Policies Committee, the School Curriculum and Academic Policies Committees, and the General Education Committee have ex officio members who are not members of the Faculty Association. Unless otherwise stipulated, all ex-officio members are non-voting.

Section 3.0: Special Standing Committees

3.1 Special Standing Committees of the Faculty Association are established or abolished only by formal amendment to this Constitution.

3.2 The following constitutes Special Standing Committees of the Faculty Association
 Grievance and Appeals Committee
 Tenure, Review, and Promotion Committee

3.3 The Grievance and Appeals Committee and the Tenure, Review, and Promotion Committee both have six voting members elected by and from the faculty of each school. The number of voting members representing each school on the committee must be as nearly as possible proportionate to the number of full-time faculty in that school divided by the total number of full-time faculty employed by the College. Additionally, the Tenure, Review, and Promotion Committee will have an at-large member elected by the full members of the Faculty Association to serve a one-year term. All members of these committees must be tenured. A faculty member cannot go up for review in an academic year in which they have served or are serving on the Tenure, Review, and Promotion Committee.

3.4 The chair of the Grievance and Appeals Committee is elected by the full members of the Faculty Association and must be tenured. The Provost is the chair and an ex-officio, non-voting member of the Tenure, Review, and Promotion Committee.

Section 4.0: Officers and Elections

4.1 The President, Vice President Secretary and Parliamentarian are elected for two year terms by the full members of the Faculty Association. Elections are held each year in April for the following year. Terms of office begin at the end of the final meeting of the Faculty Association each academic year. The officers of the Faculty Association may serve no more than two consecutive two-year terms in a given position.

4.2 Standing Committee chairs are elected each year in April for the following year.

4.3 The remaining members of Standing Committees are elected by and from the full time faculty of the academic departments in April each year for the following year.

Article III Meetings

Section 1.0: Meetings of the Faculty Association

1.1 The Faculty Association meets approximately once a month during the Fall and Spring semesters.

1.1.1 A special meeting of the Faculty Association may be called by the President of the Faculty Association at any time.

1.1.2 Six members of the Faculty Association, the President of the College, or the Provost may initiate a special meeting of the Faculty Association by sending a written statement to the President of the Faculty Association outlining the need for such a meeting and suggesting a date, time and place for the meeting. At least three working days' notice of the scheduled meeting must be given.

1.2 The President of the Faculty Association presides at each meeting. In case of the President's absence, the Vice President presides.

1.3 The Parliamentarian decides all questions of procedure and of interpretation of the Constitution of the Faculty Association, as they might affect the course of a Faculty Association meeting.

- 1.4 Parliamentary procedure is followed at all meetings and is to be in accordance with the latest edition of *Robert's Rules of Order* except when those rules are inconsistent with the Constitution of the Faculty Association or with any rules and procedures established by the Faculty Association.
- 1.5 The agenda for meetings of the Faculty Association must be sent to all members at least five working days before the date of the meeting (except in cases of special meetings). Faculty members place items of business on the agenda through the Vice-President of the Faculty Association. Items to be placed on the agenda sent to the faculty must be submitted in writing at least five working days before the meeting. Non-action additions may be made to the agenda on the day of the meeting and considered on a time-available basis if they are given to the President of the Faculty Association in writing at the beginning of the meeting. Agendas for the meetings of the Faculty Association are distributed by the Vice President of the Faculty Association.
- 1.6 Minutes of the meetings of the Faculty Association are recorded by the Secretary.
- 1.6.1 If the Secretary is absent, a temporary Secretary is appointed by the President of the Faculty Association.
- 1.6.2 Copies of minutes are sent to all members no later than five working days after each meeting.
- 1.6.3 The Secretary is responsible for typing and disseminating minutes.
- 1.6.4 Copies of agendas and minutes are sent to the Deans, Provost, and the President of the College.
- 1.7 The order of business of the meetings of the Faculty Association is as follows:
- a. Approval of minutes of the last meeting
 - b. Approval of any changes in or additions to the agenda
 - c. Reports from the President of the College and/or the Provost
 - d. Reports from the Deans
 - e. Reports from any invited guests
 - f. Reports from Standing Committees of the Faculty Association
 - g. Old business
 - h. New business
 - i. Non-action items from the floor (as time allows)
- 1.8 A quorum is necessary to hold an official meeting of the Faculty Association.
- 1.8.1 A quorum consists of 50% of the full members of the Faculty Association being present at a meeting.
- 1.9 All full members of the Faculty Association may vote.
- 1.9.1 All voting is done by written or electronic ballot unless the rule is suspended by unanimous consent through a written or electronic ballot.
- 1.9.2 All elections (whether to a committee or for an official position in the Faculty Association) are by written or electronic ballot.
- 1.10 If the Presiding Officer of the Faculty Association deems it necessary, members may be asked to limit their remarks to three minutes. This decision may be set aside by a majority vote of the full members of the Faculty Association present.

- 1.11 Any procedures of the Faculty Association may be set aside temporarily (for that meeting only) by a vote of two-thirds of the full members present.
- 1.12 An archive for the Faculty Association is established to hold copies of agendas, minutes and committee reports. Maintenance of the archive is coordinated between the Provost's office and the Vice President of the Faculty Association. All members of the Faculty Association have access to the archive at any time.
- 1.13 Nonmembers of the Faculty Association may be allowed to attend Faculty Association meetings.
- 1.13.1 The Provost attends all meetings of the Faculty Association unless otherwise informed in advance by the President of the Faculty Association.
- 1.13.2 The President of the Faculty Association may invite nonmembers as needed.

Section 2.0: Meetings of the Regular Standing Committees

- 2.1 Possible meeting times for regular standing committees are identified by the Vice President of the Faculty Association in consultation with the Provost's office before the start of each academic year. Committee chairs finalize their schedule. The chair of the committee may invite anyone whose presence is deemed necessary to attend its meetings.
- 2.2 The Chair of the committee presides over the committee meetings and is a voting member.
- 2.2.1 When the Chair is absent, any other member of the committee may preside at the meeting.
- 2.3 Parliamentary procedure is followed during committee meetings unless members establish procedures more suitable to the individual committee.
- 2.4 The agenda and order of business for committee meetings are set by the chair of the committee.
- 2.5 Minutes are recorded by a member of the committee.
- 2.5.1 Minutes are distributed by the chair to the members of the committee, Deans, the Provost, the President of the College, and members of the Faculty Association.
- 2.5.2 Committee minutes include names of members (including if present or absent), old and new business, decisions reached, names of non-members present and reports of any information presented to the committee.
- 2.6 A majority of voting members of a committee constitutes a quorum for voting purposes.
- 2.7 Voting procedures for each regular standing committee are established by the committee.
- 2.8 The committee chair is responsible for posting the committee minutes, and any other records of the committee in the archive of the Faculty Association. Additionally, the chair is responsible for forwarding recommendations to the full Faculty Association or appropriate entity.

Article IV Role in Governance

Section 1.0: Areas of Participation

The Faculty of Columbia College participate in the decision making process for the development, review, and application of policies and regulations in the areas enumerated in this Constitution in accordance either with the procedures outlined herein or with other procedures formally agreed upon by mutual consent of the Faculty Association, the Provost, the President of the College, and the Board of Trustees.

Section 2.0: Roles of Officers of the Faculty Association

2.1 The President of the Faculty Association provides leadership and direction in matters pertaining to faculty governance and represents the Faculty to constituencies within and outside the College. Specific duties include but are not limited to the following.

2.1.1 Organizes and presides at all meetings of the Faculty Association.

2.1.2 Serves as liaison between the Faculty and the Provost and the President of the College.

2.1.3 May request reports at the Faculty Association meetings from administrative units
2.1.4 Manage requests to present at Faculty Association meetings.

2.2 The Vice President of the Faculty Association provides support and counsel to the President of the Faculty Association.

Specific duties include the following.

2.2.1 Assumes the role of President when the President cannot be present.

2.2.2 Schedules meetings of the Faculty Association and identifies possible meeting times for standing committees and academic departments before the start of the academic year in coordination with Academic Affairs.

2.2.3 Receives materials from committees, administrators, and other sources; creates agendas for faculty meetings; oversees appropriate distribution and archiving of these materials.

2.2.4 Performs other duties as assigned by the President of the Faculty Association.

2.3 The Secretary of the Faculty Association is the official record-keeper of the organization. Specific duties include the following.

2.3.1 Records and distributes minutes of the Faculty Association.

2.3.2 Performs other duties as assigned by the President of the Faculty Association. ***Section 3.0:***

Standing Committees of the Faculty Association

3.1 All meetings of Regular Standing Committees of the Faculty Association are open to all members of the Faculty Association.

3.1.1 Members are elected for two -year staggered terms, except for the at large member of TRAP.

3.1.2 Whenever possible, chairs of Standing Committees of the Faculty Association are selected from members of the committee who are in their second year of that committee or who have had previous service on that committee.

3.1.3 Chairs of Standing Committees may invite nonmembers of the Faculty Association to their meetings as needed.

3.2 General responsibilities and functions of the Standing Committees are as follows.

- 3.2.1 The Academic Assessment Committee initiates, reviews, and makes recommendations on proposals concerning assessment of the College's academic programs and services. In addition, it facilitates and maintains communication in joint efforts to evaluate the total educational experience provided for students of Columbia College, and coordinates educational assessment throughout the College. The Associate Provost of Accreditation and Assessment, the Provost, the School Deans, a designee from Online Education, and a designee from the Columbia College Global office are non-voting, ex officio members.
- 3.2.2 The Academic Honors and Awards Committee initiates and coordinates proposals and reviews and makes recommendations on proposals and projects related to honors programs and courses and academic recognition and general awards for students, the granting of honorary degrees by the College, the nomination and selection of faculty members for awards or special recognition and general academic scholarships for students. Additionally, committee members will serve as instructors of record for students taking HNRS 310 (Honors Service) on an as-needed basis each semester, depending on enrollment numbers.
- 3.2.3 The College-Wide Curriculum and Academic Policies Committee ensures appropriate participation of faculty in academic decision-making for matters affecting all students. This committee recommends to the Faculty Association any actions or policies related to college-wide academic matters, such as degree requirements; general education requirements; grade definitions and policies; the academic calendar for the Day Program; and any other matters of broad impact in academic areas, and application of existing academic policies. Ex officio, non-voting members of the committee include the Provost, an adjunct faculty member, and representatives from Columbia College Global, Online Education, and the Office of the Registrar.
- 3.2.3.1 Each of the College's schools empanels its own curriculum committee. The school-specific Curriculum and Academic Policies Committees ensure appropriate participation of faculty housed within a school in academic decision making. These committees act on changes affecting the courses, programs, and policies that are specific to their respective schools. The committees recommend to the Faculty Association any actions or policies related to degree requirements, including but not limited to specific degree program requirements of academic majors within the school, major changes in such courses; the committee has final authority to decide minor issues in course descriptions, credit-hour evaluations, and revision of master syllabus content. When appropriate, school committees will work together on curricular and policy changes affecting multiple schools, including but not limited to, course cross-listing and interdisciplinary programs. Ex officio, non-voting members of the committees include the School Dean, an adjunct faculty member, and representatives from Columbia College Global, Online Education, and the Office of the Registrar.
- 3.2.4 The Elections and Professional Development Committee solicits and receives nominations and expressions of interest from members of the Faculty Association and from these proposes slates of candidates for the three officers of that body and for the chairs of Standing Committees, oversees the election process and ensures that all members are notified and receive written or electronic ballots, tabulates results, administers run-off or special elections as needed and ensures timely communication of results to the President of the Faculty Association; facilitates voting on proposals and motions made during Faculty Association meetings via electronic or written ballots and reviews all professional development proposals, including sabbatical proposals, submitted by faculty to Provost and recommends actions on

such proposals. The committee maintains appropriate cooperative working relationships with other Standing Committees and College Committees.

- 3.2.5 The Faculty Governance and Handbook Committee (FGHC) is responsible for writing, and revising, the content of the Faculty Handbook, including policies and procedures previously approved by the Faculty Association. The FGHC also identifies areas of concern in the Faculty Handbook and forwards proposed changes to the relevant committees, and where appropriate, proposes changes directly to the Faculty Association.
- 3.2.6 The General Education Committee (GEC) oversees the college's general education program, and initiates and coordinates proposals designed to maintain and enhance the program's quality. Its primary responsibilities are as follows: (1) reviewing and revising the definition, criteria, and learning outcomes for each college general education goal as needed; (2) reviewing new syllabi submissions and conducting initial approval of courses used to satisfy college general education requirements (including those designated as Writing-Intensive); and (3) facilitating on-going review, assessment, and modification of the college general education curriculum. Exofficio, non-voting members of the committee include the Deans of the schools of Business Administration, Natural Sciences and Mathematics, and Humanities, Arts, and Social Sciences; and a representative from Columbia College Global/Online Education. The Director of General Education may invite additional College personnel to meetings as non-voting guests at her or his discretion.
- 3.2.7 The Grievance and Appeals Committee hears matters brought by faculty members who allege that their rights, benefits or privileges as employees of the College or as members of the Faculty have been abridged or denied, or that their contracts or terms and conditions of employment have been violated or their duties or responsibilities abused, and adjudicates and makes recommendations on such matters in accordance with policies and procedures in the Faculty Handbook, so long as the matter or complaint does not implicate laws or regulations and does not give rise to legal or financial liability.
- 3.2.8 The Instructional Facilities, Resources and Support (IFRS) Committee anticipates and facilitates the continuous quality improvement and transformation of instructional and learning spaces to meet the needs of the academic course offerings and programs. The committee acts on recommendations of classroom resources, suggests policies and goals, advocates for adequate spaces that support enrollments, and encourages experimentation with new instructional and learning models. IFRS identifies needs, receives information, solicits relevant Faculty opinion, reviews and initiates proposals and makes recommendations regarding conditions of instructional facilities and proposals related to the College's priorities, plans, facilities and financial resources.
- 3.2.9 The Welfare and Personnel Policies Committee initiates, reviews, and makes recommendations on proposals concerning policies and procedures for faculty evaluation, promotion, tenure, dismissal processes, leaves of absence, sabbatical leaves, faculty employee benefits, workloads, and all employment and personnel policies that affect Faculty as teachers and scholars.
- 3.2.10 The Tenure, Review and Promotion (TRAP) Committee acts on all matters of Faculty tenure, review, and promotion as indicated in Section III. If a TRAP committee member is on sabbatical or a leave of absence, then the Faculty Association will vote for a temporary replacement. TRAP committee member to serve only until the absentee member has returned or until that member's elected term of office has expired.

Section 4.0: Ad Hoc Committees of the Faculty Association

- 4.1 Ad hoc committees are established by the Faculty Association to fulfill a specified purpose or need and are intended to function only until the specified outcome has been met or the allocated time frame has expired.
- 4.2 The Faculty Association establishes the number of members, elects members to, elects chair of, defines operational parameters of, and dissolves ad hoc committees at its discretion.
- 4.3 Ad hoc committee members may be invited from any College constituency; however, the Faculty Association may limit voting privileges to full members of the Faculty Association at its discretion.
- 4.4 The Faculty Association may request the President of the College, or the Provost, or the Dean for Student Affairs, or the President of Student Government Association to appoint administrative or student representatives to serve as members or resource persons on ad hoc committees.
- 4.5 Ad hoc committee members are elected to a term of office not to exceed two years.
- 4.6 The Chair of an ad hoc committee presides over the meetings and is a voting member.

Section 5.0: Joint Committees of the College

Committees including persons who are members of the Faculty Association and persons who are not members of the Faculty Association are known as joint committees.

- 5.1 Faculty membership on joint committees is by election of the Faculty Association, appointment of the President of the College, or appointment of a member of the Administrative Council, depending on the rules and procedures governing the particular committee.

Article V Nominations and Elections

Section 1.0: Nominations

- 1.1 The Elections and Professional Development Committee notifies the members of the Faculty Association at the March meeting of upcoming April elections for officers of the Faculty Association, chairs of the Standing Committees, Faculty Trustees, and the Parliamentarian of the Faculty Association.
- 1.2 Members of the Faculty Association have until March 31 to submit nominations to the Elections and Professional Development Committee.
- 1.2.1 Nominations must have the consent of the nominees.
- 1.2.2 Nominations must be made in writing.
- 1.3 Additional nominations for all officers of the Faculty Association, chairs of Standing Committees, and Faculty Trustees may be made from the floor on the day of the election.
- 1.4 Ballots for all elections in the Faculty Association are prepared by the Elections and Professional Development Committee.

Section 2.0: Elections

- 2.1 Order of elections conforms to Article II, Section 3 of the Constitution of the Faculty Association.
- 2.1.1 The Faculty Trustees are elected at the April meeting of the Faculty Association.
- 2.2 Run-off voting is necessary when no candidate receives a simple majority of votes cast.

2.2.1 A run-off election is between the two candidates receiving the largest number of votes.

2.3 Special elections are held in the appropriate constituency for any vacancies as they occur throughout the academic year.

Section 3.0: Recall

3.1 Recall of the chair of any Standing Committee, excluding TRAP, or officer of the Faculty Association may be initiated by a written petition signed by at least 25% of the full members of the Faculty Association.

3.2 Such a petition is submitted to the highest ranking officer of the Faculty Association excluding the one named in the petition.

3.3 That officer must, in writing, inform members of the Faculty Association of the petition and schedule a special meeting for a recall vote within two weeks of receipt of said petition.

3.4 A majority vote of full members of the Faculty Association present and voting will result in recall of the individual concerned, effective immediately.

Article VI Faculty Trustees

Two Faculty Trustees are elected by and from the full members of the Faculty Association for staggered two-year terms with the College's Board of Trustees. At least one Faculty Trustees must be tenured.

Within two weeks of each meeting of the Board of Trustees, the Faculty Trustees submit a written report of Board actions to all members of the Faculty Association.

Article VII Amendments and Interpretations

Section 1.0: Amendments

1.1 This constitution may be amended at any regular meeting of the Faculty Association, or at any special meeting called for the purpose of amending the constitution, by a majority of the members voting, a quorum being present, provided the amendment was proposed and submitted in writing at the previous regular meeting of the Faculty Association.

1.2 Ratification of amendments requires written acceptance by the Provost, the President of the College, and the Board of Trustees of Columbia College.

1.3 Amendments are to be incorporated into the body of the constitution.

Section 2.0: Interpretation

2.1 The officers of the Faculty Association resolve any differences among Faculty in interpretation of this constitution.

2.2 A conference committee composed of the officers of the Faculty Association, the President of the College and the Provost or designee resolves any differences between Faculty and others in interpretation of this constitution.

SECTION II: FACULTY RESPONSIBILITIES AND PROFESSIONAL STANDARDS

A. DEFINITION OF FACULTY

1. Full-Time Faculty

Members of the faculty (or “faculty members”) are those full-time professional employees of the College who are accorded academic rank of instructor (I, II, or III), assistant professor, associate professor, or professor by authority of the President; whose primary contractual responsibility consists of teaching; and who are either on tenure appointments, on renewable non-tenure-track appointments, or on visiting appointments.

2. Adjunct Faculty

A. Adjunct members of the faculty (or “adjunct faculty”) are part-time professional employees of the College who are accorded the rank of instructor without possibility of tenure or promotion to a higher rank; who are hired to teach specific classes on a per-term basis (i.e., per semester or per session), with no guarantee or promise of continued teaching assignments or further employment with the College; and who are employed and compensated on a per course basis.

Adjunct faculty are appointed on a temporary basis, are not eligible for tenure consideration, and do not have the governance responsibilities of full-time faculty members. Although visiting faculty are appointed on a temporary basis, and are not eligible for tenure consideration, visiting faculty could, in consultation with the department chair, participate and have the same responsibilities as all full-time faculty—to vote and participate in governance, to advise students, to remain current in their fields, and to engage in service activities.

B. Members of the faculty who hold the position of Lecturer are full-time professional employees of the College who are hired on a contractual basis. The Lecturer rank is designated as a renewable non-tenure track position, exempt from the 15% cap. The Lecturer rank is only available at Evening and Nationwide AHE campuses. Lecturers will be classified as associate member of the Faculty Association.

B. ROLE OF FACULTY

The faculty are responsible for determining the curriculum, defining the appropriate conduct of students, approving the undergraduate and graduate academic calendars for the main campus, certifying eligibility of students for degrees and recommending dismissal of students from the College for academic reasons.

The faculty have primary responsibility for such areas as subject matter and methods of instruction, evaluation of student performance, requirements for degrees offered, determining when degree requirements have been met, research, faculty status and those aspects of student life that relate to the educational process. On these matters, the power of review or final decision is lodged in the Board of Trustees or delegated by it to the President of the College; and, when it is exercised, the reasons for the review or decision are communicated to the faculty. Following such communication, the faculty should have opportunity for further consideration and further transmittal of their views to the Board of Trustees. Budgets, personnel limitations, time elements and policies of other groups, bodies and agencies having jurisdiction over the institution may set limits to realization of faculty recommendations.

Faculty status and related matters are primarily a faculty responsibility; faculty judgment is central to general educational policy regarding responsibilities associated with tenure and promotion and to some extent appointments, reappointments and decisions not to reappoint. Scholars in a particular field are most competent to judge the work of their colleagues. The Tenure, Review and Promotion Board has a broader charge in

judging adversely and favorably the work of their colleagues. Normally, determinations in these matters are made first by faculty action through established procedure and then reviewed and finally decided by the President and the Provost with the concurrence of the Board of Trustees.

C. FACULTY RESPONSIBILITIES

The responsibilities of the Faculty are to teach, to advise, remain current in their fields, grow professionally and engage in service activities.

D. PROFESSIONAL ETHICS

Columbia College Faculty members are committed to providing equal opportunities for all persons and does not discriminate or retaliate on the basis of race, color, national origin, ancestry, creed, religion, citizenship or intended citizenship status, veteran status, sex, gender identity, sexual orientation, pregnancy or parental status, marital status, age, disability, or any other status protected by law.

E. ETHICS AND TEACHING

In fulfilling obligations to students, Columbia College Faculty members will

- encourage appropriate independence in pursuit of learning and promote awareness of varying points of view;
- not abuse professional authority in any teaching environment or denigrate students;
- not use professional relationships with students for private advantage;
- keep in confidence information obtained in the course of professional duties unless disclosure is necessary for professional purposes or is otherwise required to protect the health, safety or welfare of members of the College community;
- not discuss any student's conduct or academic standing with or in the presence of other students unless disclosure is necessary for professional or legal purposes;
- not distort the academic forum for an irrelevant or personal purpose;
- not discuss with students sensitive faculty or administrative matters except where disclosure is necessary for professional or legal purposes.

F. ETHICS AND THE INSTITUTION

Columbia College Faculty members will

- not deliberately misrepresent Columbia College;
- distinguish between personal and College views;
- not use College privileges for private gain;
- accept no gratuities, gifts or favors that might impair or appear to impair professional judgment, nor offer any favor, service or thing of value to obtain special advantage;
- give prompt notice to Columbia College of any change in availability of service;
- adhere to the terms and conditions of employment;
- conduct professional business through channels that have been established by Columbia College as appropriate;
- not delegate assigned tasks to unqualified personnel;
- adhere to the Columbia College Acceptable Use Policy for electronic media for use of all computing resources;
- permit no commercial exploitation of their professional position.

G. ETHICS AND COLLEAGUES

Columbia College Faculty members will

- accord just and equitable treatment and respect to all members of the profession;

- withhold and safeguard factual and/or confidential information acquired about colleagues in the course of employment, except where disclosure is necessary for professional or legal purposes;
- not knowingly distort evaluations of colleagues.

H. STATEMENT ON ACADEMIC FREEDOM

The unfettered search for truth and the free expression of the results of this exploration are essential to the educational process in a democratic society. Artistic expression merits the same assurance of academic freedom that is accorded to other scholarly and teaching activities. Columbia College supports such academic freedom and considers it fundamental for the protection of the right of teachers to teach, to conduct research and to publish the results of research; and of the right of students to learn.

While striving to maintain standards appropriate to their discipline, faculty are entitled to freedom in the classroom to select and discuss subject matter and to select methods of instruction and methods and standards of evaluating student performance.

Faculty are entitled to freedom in the conduct of research and the publication of results, subject to acceptable performance of their contractual academic duties.

Faculty are entitled to the freedoms guaranteed by the U.S. Constitution and laws of the land to express their opinions as citizens. When they speak, write or express themselves artistically as citizens therefore, they are entitled to be free from institutional restrictions as long as they make explicit in their utterances that they are not representing Columbia College to lend authority to their expressions as individuals.

(This section is not meant to restrict faculty from using their affiliation with the College as a validating credential when issuing statements in their areas of expertise).

I. ACADEMIC WORK YEAR

The majority of full-time Faculty members are normally obligated to Columbia College for the nine month academic year with the exception of approved class breaks and holidays. Department Chairs may be contracted to work an eleven-month academic year. Any duties in place of or in addition to those stipulated in the Notice of Employment or outside normal Faculty responsibilities are specified and agreed to in writing through a Payroll form, which serve as addenda to the Notice of Employment.

J. TEACHING ASSIGNMENT

Full-time Faculty members are contracted to teach 24 academic hours (or an average of 12 academic hours per semester) or their equivalent. All or a portion of a full-time Faculty member's responsibilities may be fulfilled through assignment to day, evening and/or AHE duties.

K. CONSULTING ACTIVITIES

Faculty members may work as consultants outside the College during the academic year and may receive compensation. Such activities must be reported in advance to the Provost.

L. OUTSIDE EMPLOYMENT

Full-time Faculty may undertake lawful part-time employment or business dealings outside the College so long as such activities do not interfere with faculty duties or create a conflict of interest. Outside employment must be reported in advance to the Provost.

M. ACADEMIC ADVISING

The Provost supervises assignment of advisees. Day students are assigned to appropriate full-time Faculty or to the Director of Advising for academic advising; Graduate students are assigned to fulltime Faculty. Normally, a Faculty member in a student's major is the academic advisor. Either the student or Faculty member may initiate a change of advisor.

N. OFFICE HOUR POLICY

All full-time Faculty members shall schedule a minimum of three hours per week as student conference time, with at least one hour on a Monday, Wednesday or Friday, and at least one hour on a Tuesday or Thursday, arranged at times convenient to students.

O. AMERICANS WITH DISABILITIES ACT AND SECTION 504 OF THE REHABILITATION ACT OF 1973 COMPLIANCE

The College provides reasonable accommodations to qualified students with disabilities to ensure equal access to all programs, activities and resources of the College consistent with obligations under the ADA and Section 504. Students who may need an accommodation based on a disability should be directed to the College's Student Accessibility Resources as soon as possible. Faculty should not make assurances or provide accommodations unilaterally without direction from this office. Faculty must comply with accommodations approved by Student Accessibility Resources. Faculty must treat information regarding a student's disability and/or requests for accommodation as confidential. Any questions regarding student accommodations should be directed to Student Accessibility Resources. Additional information regarding accessibility resources at the College can be found at: <https://www.ccis.edu/student-life/accessibility-resources>.

SECTION III: FACULTY PERSONNEL POLICIES AND PROCEDURES

A. RECRUITMENT AND APPOINTMENT OF FACULTY

Authority to select and appoint the faculty of Columbia College is vested in the President; however, this authority is routinely and traditionally delegated to the Provost and to the appropriate faculty.

1. Recruitment and Appointment of Full-Time Faculty

When the President, the Provost, a Dean, and a department chair agree that a full-time vacancy exists, the procedures described below are followed. A position may be designated by the President as a renewable non-tenure-track appointment when agreed to by the Provost and department chair after full consultation with full-time department faculty so long as the number of such renewable nontenure track appointments within the College does not exceed 15% of the total tenured and tenure-track faculty. Instructor track positions at the extended campuses are not included in this cap. Procedures for recruiting and hiring of renewable non-tenure-track faculty are the same as for tenure-track positions.

a. The Search Committee and Its Functions

The Dean appoints a search committee that includes the department chair and faculty members of the academic discipline in which a vacancy exists, including one member from outside the department. This committee defines criteria for selecting an appointee, designates advertising media, evaluates applicants and recommends a candidate for appointment.

b. Contracts for New Full-Time Faculty Members

The department chair recommends employment of a new faculty member to the Dean who then makes a recommendation to the Provost. When the faculty member, the Provost, and the President have signed a Notice of Employment, the process is complete. The President will report to the Board of Trustees all new faculty hires that have occurred since the previous Board Meeting.

c. Probationary Status

A new faculty member receives with the initial Notice of Appointment a written statement specifying whether the appointment is tenure-track or not, and if tenure-track, the length of the probationary period, and years credited, if any, toward that period for prior teaching and research activities.

d. Length of Initial Appointment

Unless otherwise specified, all initial appointments, whether tenure-track, renewable nontenure track or visiting, are for one nine-month academic year. During the initial academic year, appointment is reviewed and renewed or not renewed according to established procedures of the College, provided, however, that renewable non-tenure-track appointments will terminate on the date specified therein unless the faculty member receives written notice that the appointment will be renewed. Renewable non-tenure-track faculty are not eligible for tenure unless the faculty member's appointment is at any time been changed to a tenure-track appointment.

e. Visiting Rank

Fulltime faculty members who hold a temporary appointment at Columbia College are given the title of "visiting" preceding their rank.

2. Recruitment and Appointment of Adjunct Faculty

Appointments of adjunct faculty are approved by the Dean of the School in consultation with the appropriate full-time faculty in the discipline.

3. Faculty Compensation and Benefits

For complete details and the most up-to-date employee benefits-related information, please contact the Human Resources Department or visit their webpage at <https://web.ccis.edu/offices/humanresources.aspx>. Additionally, other employment related policies and information can be assessed by visiting the College's Online Policy Library at <http://www.ccis.edu/policies>.

a. Full-Time Faculty

Initial salaries are determined by academic preparation, degrees held, previous teaching and discipline-related work experience. Thereafter, salary increases are based on individual merit. Merit compensation is determined by the President and the Provost and approved by the Board of Trustees.

b. Salary Goals for Full-Time Faculty

Columbia College compares itself with a cohort of similar colleges to establish salaries for its full-time faculty. The College strives, first, to have its mean salaries for each rank exceed 90% of the mean salaries for the comparison group and, second, to have its mean salaries for each rank attain at least the 50th percentile of the mean salaries paid at other institutions of the comparison group. A separate analysis is conducted for each rank of nine-month faculty in an attempt to reach these goals.

c. Adjunct Faculty

Salaries are determined by a set scale.

d. Special-Duty Compensation (Paid Professional Assignment)

A faculty member may be compensated by a reduced teaching load or additional pay commensurate with the special function.

B. ACADEMIC RANK

1. Assignment of Academic Rank for Full-Time Faculty Members

Academic rank is recommended in writing by the department chair to the Provost, who makes a recommendation to the President. Final approval with respect to the assignment of initial academic rank rests with the President.

2. Minimum Eligibility Criteria for Initial Academic Rank

a. Instructor

Primarily for new faculty members who possess master's degrees in their teaching fields from accredited institutions of higher learning. Also, for those who do not possess master's degrees but whose teaching assignments are in fields where experience may qualify them for full-time status.

b. Assistant Professor

Primarily for faculty members who have earned doctorates or other terminal degrees from accredited institutions of higher learning.

c. Associate Professor

Primarily for faculty members who have six or more years of full-time collegiate teaching experience at the level of assistant professor and who have earned doctorates or other terminal degrees from accredited institutions of higher learning.

d. Professor

Primarily for tenured faculty members who have five or more years of fulltime collegiate teaching experience at the level of associate professor and who have earned doctorates or other terminal degrees from accredited institutions of higher learning.

3. Appointment of Administrative Officers to the Ranked Faculty

a. Administrators may be hired with rank, but not tenure if that administrator has had teaching experience with academic rank at this or another institution of higher learning. Tenure can only be attained through the process described elsewhere in this document.

b. Appointment of a full-time faculty member as an administrator does not adversely affect current academic rank or tenure. The tenure clock would stop while in the administrative position and resume when position was resigned.

C. EVALUATION OF FACULTY

1. Criteria for Evaluation

1.1 Teaching Growth

Teaching Growth is reflected through two components: a baseline level of satisfactory teaching performance and in a certain number of teaching achievements tied to each performance level.

1.1.1 Baseline of Satisfactory Teaching Performance

All faculty are expected to provide evidence of satisfactory teaching. Satisfactory teaching is evaluated across multiple instruments. A level of satisfactory teaching is established by the following:

1. A written narrative that reflects on the faculty member's teaching.
 - The narrative should establish the faculty member's commitment to change and growth as a teacher through a discussion of areas in teaching that need improvement, but also document areas of teaching growth.
 - The narrative must reflect on standardized student evaluations of teaching.
 - The narrative must document how the instructor keeps course content and / or pedagogy current with the discipline.
 - The narrative must include reference to administrative teaching evaluations from the faculty member's chair and dean.
2. Faculty member should also include evidence of satisfactory teaching from at least three other means of evaluation, selected from the following:

- Peer evaluations of teaching
- Examples of assignments and graded student work
- Examples of instructor's other course material or class design (for example, but not limited to, syllabi, handouts, rubrics, or other pedagogical materials)
- Other evidence of successful student outcomes appropriate to the discipline
- Advanced certification or training
- Other evidence

1.1.2 Teaching Achievements:

Faculty members are expected to work toward and achieve a certain number of teaching achievements tied to each performance level. The annual self-evaluation and dossiers for tenure and promotion must reflect on and provide evidence for a faculty member's achievements. Teaching achievements can include but are not limited to:

- Program or degree development
- Developing and / or teaching a new course outside of one's regularly assigned classes
- Development / incorporation of significant new pedagogical materials to enhance student learning
- Development / improvement of teaching techniques to enhance student learning
- Team teaching
- Supervising / assisting students in research or independent study
- Formal mentoring of students (including distinction projects)
- Attendance / participation in organized activities that contribute to teaching and course improvement
- Supervising internships
- Advanced study or certification in an area relating to teaching in the discipline
- Pedagogical publication
- Pedagogical presentation in a formal setting, such as a conference, training, workshop, or institute
- Funding received for the improvement of teaching
- Sharing teaching expertise with faculty in a formal setting
- Other evidence

1.2 Professional Growth

Each year, faculty members are expected to remain current in the content, the pedagogy, the technical, performative or artistic aspects of their teaching areas, or other areas of professional responsibilities (for example, assessment work or administrative responsibilities such as being a department chair). Professional growth is reflected through two components: a baseline of professional growth and in a certain number of professional growth achievements tied to each performance level.

1.2.1 Baseline Professional Growth

A baseline level of professional growth is established by a written narrative that reflects on and provides evidence for how a faculty member has stayed current professionally, through such activities as:

- Professional memberships
- Attendance at conferences, lectures, talks, workshops, training sessions, etc.
- Webinars
- Participation in professional communities (such as online discussion groups, blogs, book review-lists)
- Other activities that a faculty member feels demonstrates a baseline of professional growth.

1.2.2 Professional Growth Achievements:

Faculty members are expected to work toward and achieve a certain number of professional growth achievements tied to each performance level. The annual self-evaluation and dossiers for tenure and promotion must reflect on and provide evidence for a faculty member's achievements. Professional growth achievements can include but are not limited to:

- Publication of discipline-specific work. This can include (but not limited to): pedagogical work; original scholarly or creative work; book reviews; technical reports; manuals, brochures; and web pages
- Presentation of discipline specific work (including poster presentations) at a conference, meeting, or workshop
- Artistic performance
- Exhibit of original creative work (specific to discipline)
- Judge or juror for an exhibit, competition, conference, or performance event
- Visiting or invited talks, lectures, or performances
- Application and adaptation of discipline-specific tools in a real-world setting
- Funding received to support teaching, scholarly, or creative work
- Completion of additional graduate degree, certificate program, professional training, or advanced study
- Supervising/assisting students in research or independent study
- Formal mentoring of students (including distinction projects)
- Supervising internships
- Service as a reviewer for a journal, book publisher, or grant
- Contributions to public or scholarly databases
- Production or maintenance of public or scholarly databases
- Active participation in discipline specific conferences, workshops, or institutes
- Service on a discipline related board or commission
- External program reviewer
- Leadership in professional organizations
- Program or degree development or revision
- Developing and/or teaching a new course outside of one's regularly assigned classes (this can include team teaching)
- Membership and active participation in professional organizations
- Other evidence

1.3 Service Growth

Each year, faculty members are expected to participate in a variety of service activities as a contributing member of the Columbia College community. Service growth is reflected through two components: a baseline of service work and in a certain number of service achievements tied to each performance level.

1.3.1 Baseline Service Work

A baseline level of service work is established by a written narrative that reflects on and provides evidence for the faculty member's active and sustained participation in the work of the college, through such activities as:

- Participation in college-wide advising and admission events, connections, preview days, scholarship days, academic showcases, and prospective student meetings
- Work with assigned advisees
- Service on standing committees of the Faculty Association
- Help with the work of the department by contributing to assessment reports, program reviews, updates to master syllabi, approval of online developments and redevelopments, etc.
- Other activities that a faculty member feels demonstrates a baseline of service activity

1.3.2 Service Achievements:

Faculty members are expected to work toward and achieve a certain number of service achievements tied to each performance level. The annual self-evaluation and dossiers for tenure and promotion must reflect on and provide evidence for a faculty member's achievements. Service achievements can include but are not limited to:

- Chair of a department or program coordinator
- Officer of the Faculty Association
- Leadership on college committees
- Membership on ad hoc committees (such as search committees) or taskforces
- Organizing, sponsoring, mentoring, or assisting with college/student programs, events, lectures, performances
- Sponsorship of student organizations or honor societies
- Supervision of dual credit classes
- Sharing expertise with other faculty members in a formal setting
- Contributions to interdisciplinary programs or team teaching
- Funding received in support of institutional programs
- Representation of the department or college at activities, on- or off- campus
- Service to the region that utilizes one's professional expertise
- Leadership in professional organizations
- Membership and active participation in professional organizations
- Outside community service
- Other evidence

Other Considerations:

If required documentation is not completed by participants other than the faculty member under review, faculty should state in their dossier that the documentation was not completed.

If evaluations or other documentation from participants other than the faculty member are submitted after the due date, faculty will be allowed to provide an addendum to their narrative in order to address the additional information. (i.e., instructional evaluations).

2. Annual Review of All Faculty

2.1 Purposes of Annual Review

The purposes of the annual review are to identify and consider strengths and weaknesses related to teaching, professional growth, and service for evaluation of faculty. Information gained is used for the following:

- Improvement of individual performance.
- Annual reappointment or non-reappointment of probationary faculty.
- Renewal or non-renewal of any initial or subsequent one-year contract for non-tenure track faculty. The term of reappointment is determined by agreement between the Provost and the department chair with the concurrence of the President.
- Merit salary increments for tenured, probationary and renewable nontenure-track faculty.
- Tenure and promotion consideration.

2.2 Participants in the Annual Review

Participants include the faculty member being reviewed, students, department chairs and the Deans and Provost.

2.3 Time Frame and Instruments of Annual Evaluation

Annual evaluation covers activities from January through December of each calendar year, which includes both the spring and fall semesters.

- Forms for self-evaluation, faculty evaluation of department chair, and department chair evaluation of faculty are issued by the Office of the Provost by the end of the fall semester.
- Self-evaluations and faculty evaluations of department chair are to be completed by February 15.
- Department chair evaluations of department faculty are due in the office of the respective Dean by March 15. Copies are provided to the evaluated faculty members by the department chair by that same date.
- Instructional evaluations by chairs of non-tenured tenure-track and instructor-track faculty are to be completed annually and are due in the office of the respective dean by January 31. Instructional evaluations of tenured, Instructor II, and Instructor III faculty are optional on an as needed basis, unless the faculty member is standing for promotion to full professor or Instructor III.
- Instructional evaluations by deans of non-tenured tenure-track and instructor-track faculty are to be completed during the first, third, and fifth year of appointment. The evaluations are due by January 31. Instructional evaluations of tenured, Instructor II, and Instructor III faculty are optional on an as needed basis, unless the faculty member is standing for promotion to full professor or Instructor III.
- Student evaluations of classes from all Columbia College venues in which the instructor has taught in the spring and fall semesters are available by the end of January (Fall semester) and the end of May (Spring semester) for review by respective department chairs and Deans as well as the Provost.

3. Mid-Probationary Review of Tenure-Track Faculty

A mid-probationary review will take place the September following completion of two full years of service (four-year track) or three full years of service (six-year track).

3.1 Purposes of the Mid-Probationary Review

One purpose of the mid-probationary review is to provide the non-tenured but tenure-track faculty member with an opportunity for an early indication of progress toward tenure. This in-depth review is intended to identify and consider strengths and weaknesses related to teaching growth, professional growth, and service in a more thorough manner than in the annual review. It also allows the faculty member to become familiar with the procedures that will be used in the later review for tenure.

3.2 Participants in the Mid-Probationary Review

Participants in the review of faculty for mid-probationary review are the faculty member under review, all full-time department members, the department chair, the School Dean, the Tenure, Review, and Promotion Board, and the Provost.

3.3 Time Frame, Actions, Instruments of Evaluation, and Participants

Date	Action	Participant (s)
August 15	Official notification of mid-probationary review The Office of the Provost informs faculty due for mid-probationary review of their obligation to prepare their dossier.	Office of the Provost

September 15	<p>Dossier completed and submitted to Office of the Provost</p> <p>Faculty being reviewed complete and submit their dossiers to the Office of the Provost. See section III.C.1 in the <i>Faculty Handbook</i>.</p>	Faculty member being reviewed
September 15	Department review of faculty member's dossier begins	All full-time faculty in department
October 15	<p>Department review of dossier ends</p> <p>The department completes the review of the faculty dossier including all student evaluations from all Columbia College venues in which the instructor has taught (to be provided by the Office of the Provost), annual reviews, and reports of classroom visitations. Recommendations of the department shall be determined by a simple majority by secret ballot.</p>	All full-time faculty in department
October 15	<p>Department letter due to the Office of Provost</p> <p>A departmental letter stating, in detail, the perceived strengths and weaknesses of the faculty member according to the criteria above is on file in the Office of the Provost. The department letter will include the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by the department. This departmental letter is to be signed by all full-time department members.</p>	All full-time faculty in department
October 15	<p>Department letter sent to the faculty member</p> <p>A copy of the departmental letter signed by all full-time faculty in the department is sent by the department chair to the faculty member under review.</p>	Department chair and faculty member being reviewed
October 25	<p>Dean letter sent to Office of the Provost</p> <p>The dean of the school in which the faculty is employed completes the review of the faculty dossier and submits an evaluative letter to the Office of the Provost and sends a copy to the faculty member.</p>	Dean and faculty member being reviewed
October 25	Tenure, Review, and Promotion (TRAP) Board review of the above materials may begin	TRAP Board
November 30	<p>TRAP Board deliberations conclude</p> <p>A review of the above materials by TRAP is completed. Recommendations of the TRAP Board shall be determined by a simple majority of the Board by secret ballot. The Board shall be informed of the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by the Board. The Provost notifies the candidate of the TRAP Board's recommendation within one working day after the Board concludes its deliberations.</p>	TRAP Board

December 15	TRAP Board letter given to reviewed faculty member A detailed report for each faculty member reviewed is prepared by TRAP to be sent to each faculty member by the Provost.	Provost and faculty member being reviewed
December 15	Comments from Provost are sent to reviewed faculty member A review of all materials by the Provost is completed, and comments from the Provost are sent to each faculty member reviewed.	Provost and faculty member being reviewed

4. Mid-Probationary Review of Instructor-Track Faculty

4.1 Purposes of the Mid-Probationary Review

One purpose of the mid-probationary review is to provide the instructor track faculty member with an opportunity for an early indication of progress toward promotion along the Instructor track. This in-depth review is intended to identify and consider strengths and weaknesses related to teaching growth, professional growth and service in a more thorough manner than in the annual review. It also allows the faculty member to become familiar with the procedures that will be used in the later review for promotion.

Year	Dossier submitted during this year	Who reviews the dossier?	Title
1- 3	N	No dossier, just yearly review by chair	Instructor I
4	Y	Review by Department and TRAP	Instructor I
5	N	Yearly review by chair	Instructor I
6	Y	Review by Department and TRAP	*If promoted, can become Instructor II and *Increase in salary
7-10	N	No dossier, just yearly review by chair	Instructor II
11	Y	Review by Department and TRAP	*If promoted, can become Instructor III and *Increase in salary

4.2 Participants in Instructor-track Review

Participants in the review of faculty for mid-probationary review are the faculty member under review, all full-time department members, the department chair, the School Dean, the Tenure, Review, and Promotion Board and the Provost.

4.3 Time Frame, Actions, Instruments of Evaluation, and Participants

Date	Action	Participant(s)
August 15	Official notification of mid-probationary review The Office of the Provost informs instructors due for midprobationary review of their obligation to prepare their dossier.	Office of the Provost

September 15	Dossier completed and submitted to Office of the Provost Instructors being reviewed complete and submit their dossiers to the Office of the Provost.	Faculty member being reviewed
September 15	Department review of dossier begins	All full-time faculty in department
October 15	Department review of dossier ends The department completes the review of the instructor's dossier including all student evaluations (to be provided by the Office of the Provost), annual reviews, and reports of classroom visitations. Recommendations of the department shall be determined by a simple majority by secret ballot.	All full-time faculty in department
October 15	Department letter due to the Office of the Provost A departmental letter stating, in detail, the perceived strengths and weaknesses of the instructor according to the criteria above is on file in the Office of the Provost. The department letter will include the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by the department. This departmental letter is to be signed by all full-time department members.	All full-time faculty in department
October 15	Department letter sent to the instructor A copy of the departmental letter signed by all full-time faculty in the department is sent by the department chair to the instructor under review.	Department chair and instructor being reviewed
October 25	Dean letter sent to Office of the Provost The dean of the school in which the instructor is employed completes the review of the instructor dossier and submits an evaluative letter to the Office of the Provost and sends a copy to the faculty member.	Dean and instructor being reviewed
October 25	A review of the above materials by the Tenure, Review, and Promotion (TRAP) Board may begin.	TRAP Board
November 30	TRAP Board deliberations conclude A review of the above materials by the TRAP Board is completed. Recommendations of TRAP Board shall be determined by a simple majority of the Board by secret ballot. The Board shall be informed of the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by the Board. The Provost notifies the candidate of the TRAP Board's recommendation within one working day after the Board concludes its deliberations.	TRAP Board

December 15	TRAP Board letter given to reviewed instructor A detailed report for each instructor reviewed is prepared by the TRAP Board to be sent to each faculty member by the Provost.	Provost and instructor being reviewed
December 15	Comments from Provost are sent to reviewed instructor A review of all materials by the Provost is completed, and comments from the Provost are sent to each instructor reviewed.	Provost and instructor being reviewed

5. Evaluation of Instructor Track for Promotion

5.1 Participants in Instructor-track Promotion

Participants in the review of faculty for promotion are the faculty member under review, all full-time department members, the department chair, the School Dean, the Tenure, Review, and Promotion Board and the Provost.

5.2 Time Frame, Actions, Instruments of Evaluation, and Participants

Date	Action	Participant(s)
November 1	Official notification of eligibility to apply for promotion The Office of the Provost invites instructors who are eligible to apply for promotion.	Office of the Provost
November 7	Notify the Office of the Provost of their intent for promotion Instructors applying for promotion notify the Office of the Provost of their intent.	Instructor being reviewed
November 17	The Office of the Provost certifies the eligibility of instructors The Provost notifies the department chair of each faculty member's intent and advises instructors of their responsibility to update their dossiers.	Office of the Provost
December 15	Updated dossier submitted to Office of the Provost Instructors ensure that updated dossiers are available in the Office of the Provost. See Sections V (D) 6, V (E), and V (F) in the <i>Faculty Handbook</i> .	Instructor being reviewed
December 15	Department review of dossier begins	All full-time faculty in department
January 31	Department review of dossier ends The department completes the review of the instructor's dossier including all student evaluations (to be provided by the Office of the Provost), annual reviews, and reports of classroom visitations. Recommendations of the department shall be determined by a simple majority by secret ballot.	All full-time faculty in department
January 31	Department letter due to the Office of the Provost Department recommendation letter for instructor is on file in the Office of the Provost. The department letter will include the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by	All full-time faculty in department

	the department. This departmental letter is to be signed by all full-time department members.	
January 31	Department letter sent to instructor A copy of the departmental letter signed by all full-time faculty in the department is sent by the department chair to the instructor under review.	Department chair and instructor being reviewed
February 15	Dean letter sent to Office of the Provost The dean of the school in which the instructor is employed completes the review of the faculty dossier and submits an evaluative letter to the Office of the Provost and sends a copy to the instructor.	Dean and instructor being reviewed
February 15	Tenure, Review, and Promotion (TRAP) Board review of above materials may begin	TRAP Board
March 15	TRAP Board completes its consideration of instructors who are seeking promotion.	TRAP Board
March 16	Provost notifies instructor of TRAP Board recommendations for promotion	Provost and instructor being reviewed
March 16	Provost notifies instructor of his/her recommendations for promotion	Provost and instructor being reviewed
March 30	President notifies instructor of his/her recommendations for promotion	President and instructor being reviewed
After March 30	Faculty members may comment in writing to the Board of Trustees regarding recommendations Before consideration of instructors by the Academic Affairs Committee of the Board of Trustees, faculty members may, if desired, comment in writing to the Board of Trustees on the above recommendations.	Board of Trustees and instructor being reviewed
Prior to the Board of Trustees spring meeting	Academic Affairs Committee review instructors' dossiers	Academic Affairs Committee
Board of Trustees spring meeting	Final action by the Board of Trustees	Board of Trustees

6. Evaluation of Faculty for Tenure and Promotion

6.1 Participants in the Tenure and Promotion Review

Participants in the review of faculty for tenure and promotion are the faculty member under review, all full-time department members, the department chair, the School Dean, the Tenure, Review, and Promotion Board, the Provost, the President, and the Board of Trustees.

6.2 Time Frame, Actions, Instruments of Evaluation, and Participants

Date	Action	Participant(s)
November 1	Official notification eligibility to apply for tenure, tenure and promotion, or promotion	Office of the Provost

November 7	Faculty notify the Office of the Provost of their intent to apply for tenure, tenure and promotion, or promotion	Faculty member being reviewed
November 17	The Provost certifies the eligibility of faculty members The Provost notifies the department chair of each faculty member's intent and advises faculty members of their responsibility to update their dossiers.	Office of the Provost
December 15	Updated dossier submitted to Office of the Provost Faculty members ensure that updated dossiers are available in the Office of the Provost. See Sections V (D) 6, V (E), and V (F) in the <i>Faculty Handbook</i> .	Faculty member being reviewed
December 15	Department review of dossier begins	All full-time faculty in department
January 31	Department review of dossier ends The department completes the review of the instructor's dossier including all student evaluations (to be provided by the Office of the Provost), annual reviews, and reports of classroom visitations. Recommendations of the department shall be determined by a simple majority by secret ballot.	All full-time faculty in department
January 31	Department letter due to the Office of the Provost Department recommendation letter for instructor is on file in the Office of the Provost. The department letter will include the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two co-equal rationales shall be provided by the department. This departmental letter is to be signed by all full-time department members.	All full-time faculty in department
January 31	Department letter sent to faculty member A copy of the departmental letter signed by all full-time faculty in the department is sent by the department chair to the faculty member under review.	Department chair and faculty member being reviewed
February 15	Dean letter sent to Office of the Provost The dean of the school in which the faculty is employed completes the review of the faculty dossier and submits and evaluative letter to the Office of the Provost and sends a copy to the faculty member.	Dean and faculty member being reviewed
February 15	Tenure, Review, and Promotion (TRAP) Board review may begin	TRAP Board
March 1	TRAP Board completes deliberations and votes on faculty members seeking tenure, tenure and/or promotion	TRAP Board
March 2	Provost notifies faculty members of TRAP Board recommendations for tenure and tenure and promotion	Provost and faculty member being reviewed
March 2	Provost notifies faculty members of his/her recommendations for tenure and tenure and promotion	Provost and faculty member being reviewed
March 15	TRAP Board deliberations conclude on faculty members seeking promotion	TRAP Board

March 16	Provost notifies faculty members of TRAP Board recommendations for promotion	Provost and faculty member being reviewed
March 16	Provost notifies faculty members of his/her recommendations for promotion	Provost and faculty member being reviewed
March 30	President notifies faculty members of his/her recommendations	President and faculty member being reviewed
After March 30	Faculty members may comment in writing to the Board of Trustees regarding recommendations Before consideration of faculty members by the Academic Affairs Committee of the Board of Trustees, faculty members may, if desired, comment in writing to the Board of Trustees on the above recommendations.	Board of Trustees and faculty member being reviewed
Prior to the Board of Trustees spring meeting	Academic Affairs Committee review faculty dossiers	Academic Affairs Committee
Board of Trustees spring meeting	Final action by the Board of Trustees	Board of Trustees

D. PROBATION, REAPPOINTMENT, AND TENURE

1. Probationary or Tenured Status

Initial tenure-track appointments to the faculty, regardless of rank involved, are for a probationary period. Tenure at Columbia College can only be earned through processes described elsewhere in the Faculty Handbook.

2. Probationary Period

The probationary period offers both the faculty member and the College necessary time to establish and develop mutual evaluations. During the probationary period, either the faculty member or the College may terminate the appointment at the end of a contract year without cause. If there is a decision not to renew the appointment, the Provost will advise the faculty member of the reason that contributed to that decision.

2.1 Probationary Criteria

- The probationary period for faculty members who hold at least a master's degree at the time of appointment is six years of full-time teaching at the College.
- At the discretion of the Provost in consultation with the department chair, a maximum of two years' credit toward fulfillment of the probationary period may be granted to faculty members who hold at least a master's degree at the time of appointment and who have at least five years of relevant full-time college teaching and research experience at another institution including, if appropriate:
 - one year's credit for teaching two or more years as a full-time doctoral graduate teaching assistant* and/or
 - one year's credit for one or more years of full-time research experience
- Approved leaves of absence do not count toward or cancel previous time in the probationary period.

- Appointment of a faculty member during the final year of the probationary period (four or six years depending upon the faculty member's previous teaching and research experience) is a terminal appointment if the faculty member is not granted tenure.
- Any full-time, tenure-track faculty member may request a change in appointment from tenure-track to renewable non-tenure appointments prior to August 15.
 - Such a request must be accompanied by a departmental recommendation.
 - If permission to change appointment is granted, the faculty member must agree in writing to give up all tenure rights and be bound by all the conditions of a renewable non-tenure appointment.
 - The change of appointment is irreversible and irrevocable.
 - The College is not obligated to grant any request for change in appointment.
- Probationary faculty members who choose not to be reviewed for tenure during either the fourth or sixth year of the probationary period are no longer eligible for tenure and lose the rights and privileges associated with tenure-track positions.
- At the discretion of the Provost in consultation with the department chair, previous continuous service at Columbia College of part-time faculty members who become full-time tenure-track employees may be prorated for up to two years of the probationary period.

**A "full-time doctoral graduate teaching assistant" is defined here as someone employed to teach the equivalent of a normal full-time teaching load for a faculty member at an institution of higher learning while simultaneously pursuing a doctoral degree.*

3. Renewable Non-tenure-track Status.

Initial renewable non-tenure-track appointments are for one nine-month academic year and terminate on the date specified in the appointment. Subsequent renewable non-tenure-track appointments are for such term as specified therein and terminate on the date specified in the appointment. Faculty members with a renewable nontenure-track appointment are not eligible for tenure and do not have any right or expectancy to employment beyond the term specified in the appointment.

4. Reappointment of Full-Time Faculty

Renewal contracts are normally offered in March, after which faculty members have fifteen calendar days in which to sign and return their contracts. A faculty member who does not return the contract by the designated date and has not made prior arrangements with the Provost is presumed to have refused the contract, and steps may be initiated for replacement.

The term of reappointment of renewable non-tenure-track faculty is determined by agreement between the Provost and the department chair with the concurrence of the President. In the event the faculty member is not notified in writing by the December 1 that immediately precedes the termination date of the appointment that the College will renew the appointment, then the faculty member's employment ends at the date shown in the appointment under which the faculty member is employed.

5. Non-reappointment

Initial appointments to the faculty are for a probationary period or for the term specified in a renewable non-tenure-track appointment, during which either party may terminate, at the end of the contract year. In the event of a decision by the College not to reappoint, the faculty member (other than one holding a renewable non-tenure-track appointment) is notified in writing no later than March 1 of the first year of academic service of the calendar year in which the faculty member's contract ends and no later than December 15 of the second year of academic service and thereafter. Exception to the December 15 date is the final year of the probationary period. Appointment of a faculty

member during the final year of the probationary period (four or six years) is a terminal appointment if the faculty member is not granted tenure. In the event the faculty member who holds a renewable non-tenure-track appointment is not notified in writing by December 1, which December 1 immediately precedes the termination date of the appointment as specified in the appointment, that the College will renew the appointment, the faculty member's employment shall end at the date shown in the appointment under which the faculty member is then employed.

6. Tenure

Tenure ensures a continuing relationship between a faculty member and the College until retirement. Termination may occur only in cases of *bona fide* financial exigency or cause. The tenured status of faculty members begins on July 1 of the next contract year, and this status terminates when the faculty member leaves the employ of the College. Approved leaves or compulsory military service do not terminate tenured status.

6.1 Criteria for Awarding Tenure

To be eligible for tenure, a person must

- Hold a full-time tenure-track appointment as a faculty member at Columbia College for the indicated probationary period as defined in section III.D.2.1;
- Have a terminal degree;
- Have demonstrated evidence of accomplished achievements in the criteria for evaluation of faculty stated in III.C.1.

6.2 Exception to the Degree Criterion

Among the criteria for determining a person's eligibility for consideration without the terminal degree are significant scholarly publications or acclaimed creative works; and regional, national, or international reputation in the individual's field of expertise. A reputation should be based on outstanding professional competencies and eminent scholarly/creative achievements. Exceptions to the terminal degree requirements will be stringently reviewed by the relevant department; the Tenure, Review, and Promotion Board; and the Provost.

6.3 Procedures for Advancement to Tenure

Procedures for advancement to tenure are the same as those for promotion in rank.

E. PROMOTION IN ACADEMIC RANK

Promotions in rank are based on teaching experience and demonstrated achievement in the areas of teaching growth, professional growth, and service. Candidates for promotion to senior rank shall demonstrate significant achievement in all areas. Decisions concerning rank shall be based on excellence in teaching, advising, scholarship, service to the College and contributions to the profession.

By the authority of the Board of Trustees, the President may grant promotion in rank upon the recommendation of the faculty and the Provost. Generally, full-time tenure-track faculty are eligible to be considered for promotion to the rank of assistant professor after the completion of the terminal degree; associate professor after four years of service as an assistant professor at the College; and professor after no less than five years of service as an associate professor at the College. Promotion to any rank is to be viewed as an earned privilege and not a temporal right. Full-time visiting faculty (faculty not on tenure-track appointments) are not eligible for promotion. Full-time faculty on a renewable non-tenure-track appointment shall be deemed eligible for promotion from Instructor I to Instructor II and Instructor III but are not eligible for promotion to any higher rank because they are not eligible for tenure.

Following are the criteria used to determine promotion:

Proficient	Baseline + one achievement
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Accomplished	Baseline + two achievements
Outstanding	Baseline + three achievements

The rank of assistant professor	Should be working toward a level of proficient in all three evaluation categories
Tenure and rank of associate professor is earned by a level of accomplished achievement =	A level of accomplished in all three evaluation categories must be achieved
The rank of professor is earned by a level of outstanding achievement =	A level of outstanding in all three evaluation categories must be achieved
The instructor-track rank I =	Should be working toward a level of proficient in all three evaluation categories
The rank of instructor-track II is earned by a level of proficient achievement =	A level of proficient in all three evaluation categories must be achieved
To be promoted to the rank of instructor track III =	A level of proficient in two evaluation categories and accomplished in one evaluation category must be achieved.

1. Time-in-Rank
 - Time-in-rank provides a minimum standard only and does not imply that a given amount of time in rank guarantees promotion.
2. Specific Criteria for Promotion to Instructor II
 - A minimum of six years of experience as an Instructor at Columbia College
 - Evidence of superior effectiveness in the criteria for evaluation of faculty.
3. Specific Criteria for Promotion to Instructor III
 - A minimum of five years of experience as an Instructor II at Columbia College
 - Evidence of outstanding effectiveness in the criteria for evaluation of faculty stated in V.C.1.
4. Specific Criteria for Promotion to Assistant Professor
 - A doctoral degree,* or the highest degree in the teaching field normally required at four year colleges, from an accredited institution of higher learning. Instructors who do not have these qualifications, but who have records of outstanding performance in relation to other criteria and who have achieved tenure at Columbia College, may be considered for this rank.
 - Evidence of accomplishment in the criteria for evaluation of faculty III.C.1
5. Specific Criteria for Promotion to Associate Professor
 - A doctoral degree,* or the highest degree in the teaching field normally required at four year colleges, from an accredited institution of higher learning. Instructors who do not have these qualifications, but who have records of outstanding performance in relation to other criteria and who have achieved tenure at Columbia College, may be considered for this rank.
 - Tenure

- A minimum of four years of experience as an Assistant Professor at Columbia College
 - Evidence of accomplished achievements in the criteria for evaluation of faculty stated in III.C.1.
6. Specific Criteria for Promotion to Professor
- A doctoral degree,* or the highest degree in the teaching field normally required at four year colleges, from an accredited institution of higher learning. Instructors who do not have these qualifications, but who have records of outstanding performance in relation to other criteria and who have achieved tenure at Columbia College, may be considered for this rank.
 - Tenure
 - A minimum of five years of experience as an Associate Professor at Columbia College.
 - Evidence of outstanding achievements in the criteria for evaluation of faculty stated in III.C.1.

F. PROMOTION AND TENURE PROCEDURES

Promotion in rank requires review and written recommendations by tenured and tenure-track members of the candidate's department; the Dean of the School in which the faculty member resides, the Tenure, Review and Promotion Board; the Provost; the President; and the Academic Affairs Committee of the Board of Trustees. Only the Board of Trustees has the ultimate power to grant promotion in rank.

Procedures for advancement to tenure are the same as those for promotion in rank.

1. Initiation of Candidacy for Promotion and Tenure

- By November 1, the Provost will send a reminder to all full-time faculty that all faculty members believing that they are eligible for promotion or tenure consideration must notify the Provost in writing by November 7 of their desire to be considered for promotion or tenure.
- The Provost will certify eligibility and notify all applicants and the appropriate department chairs within ten calendar days. The Provost also, at this time, will advise the candidates of the responsibility to update their files.
- Candidates must complete the process of updating their files by December 15.
- It is the responsibility of the candidate to prepare a complete and up to date vita for consideration by the department members in making their recommendation. The candidate must also submit any other supporting materials which may be appropriate, such as academic areas of specialization and job description, noting any changes from the job description under which the candidate was hired; a full description of the instructional workload, including, but not limited to, such matters as the total credit and contact hours taught, courses taught and their nature, course syllabi and examinations when possible; extent and nature of assigned and informal advising activities and responsibilities; extent and nature of committee assignments; extent and nature of scholarly and professional activities, including works in progress; other program or area, institutional, student related, or community activities and responsibilities; and any statement the candidate wishes to make in support of the action requested. The primary criteria for promotion in rank are the quality of teaching, advising and scholarly activities; service to the College and civic community; and having the doctoral, MFA, or MBA terminal degree (promotion from instructor to assistant professor may be an exception to these criteria in regard to having the doctoral, MFA, or MBA terminal degree).

2. Review of Candidates for Promotion by Department

2.1 Written Recommendation from Department

A written recommendation from the department for each candidate for promotion or tenure as provided in Section V. shall be in the possession of the Tenure, Review and Promotion Board no later than 31 January. In providing this recommendation, the department members shall

- Review fully all materials pertinent to the candidacy, including student evaluations from all Columbia College venues in which the instructor has taught of teaching and advising for all available semesters since the previous TRAP action or from the time of full-time employment if this is the first promotion for the candidate (the Office of the Provost is responsible for providing a copy of these evaluations to the candidate for inclusion in his or her dossier).
- Participate in the formulation of the majority and minority (if any) portions of the department recommendation.
- Review and sign the department letter when it is composed to the satisfaction of the members.

2.2 Department Recommendation Guidelines

In providing this recommendation, the Department Chair shall

- Make available to all department members in advance of their meeting updated curriculum vita and all supporting material prepared by the candidate. Department members may also rely on combined knowledge of teaching effectiveness, including any peer evaluations available.
- Hold a department meeting to discuss the candidate (including an opportunity for the candidate to address the group), be responsible for taking a vote which shall determine the department recommendation, and formulate the recommendation (to include a majority and minority report [if any]).
- Ensure that the department evaluation of the candidate is deliberate and thorough, requiring evidence of significant achievement in the areas of teaching, advising, service and scholarship/professional activity. The specific criteria for promotion set forth in this handbook shall be consulted and applied more rigorously with each advancement in academic rank. Time in rank provides eligibility for consideration but in no way implies automatic
- promotion. For tenure purposes, criteria for the awarding of tenure shall be reviewed and applied. The evaluation shall make specific reference to the following major criteria: teaching effectiveness; advising; scholarly and professional activity; service to the College and the community; and terminal degree or highest degree required in the field for a four-year institution. In all professional activities the candidate shall have demonstrated high ethical and professional standards in relationships with students, colleagues, and administrators.
- Determine the recommendation by majority vote (voting by secret ballot) of all department members present and on full-time appointment. Part-time department members may participate in the discussion at the discretion of those in the department who are eligible to vote on the candidacy. The vote count, as determined by the Chair, shall not be made available to the department members or to the candidate, but shall be forwarded to the Tenure, Review and Promotion Board along with the department recommendation.
- Work with all department members who are present and voting on the candidacy to prepare collectively a written department recommendation which includes an evaluation of the candidate's performance in the above stated areas and in accordance with the guidelines as approved by the Board of Trustees. This recommendation shall include voting results, both majority and minority opinions (if any), and shall be reviewed and signed upon completion.
- Inform the candidate of the department recommendation and make available to the candidate the full contents of the written recommendation.

- Submit the department recommendation to the Tenure, Review and Promotion Board.

* A **doctorally qualified faculty member** is one with (1) a doctorate in the primary or closely related teaching field, or (2) an “out of field” earned doctorate with a combination of the Master’s Degree or at least thirty graduate hours of additional coursework and professional experience, research or publication in the primary teaching field, or (3) a Juris Doctorate with a Master’s Degree in the primary teaching field, or (4) a Juris Doctorate with license to practice law, for teaching in the area of law or the legal environment. All doctoral degrees are stringently reviewed in the areas of coursework and dissertation requirements and accreditation of the granting institution of higher learning.

Among the criteria for determining a person’s eligibility for consideration without the doctorate are a **sixty or more semester hour Master of Fine Arts degree in studio art or design** which has been accepted as a terminal degree (Board of Trustees action - January 16, 1987); scholarly publications or acclaimed creative works; and regional, national or international reputation in the individual’s field of expertise. A reputation should be based on outstanding professional competencies and eminent scholarly or creative achievements. Exceptions to the doctoral degree requirements for the above ranks will require compelling rationale.

Among the criteria for determining a person’s eligibility for consideration without the doctorate degree in a business area is a master’s degree in a business discipline (e.g., Master’s degree in Marketing, Master’s degree in Finance, etc.) from an AACSB accredited institution or a Master’s Degree in Business from an AACSB-accredited institution with an emphasis/concentration/major in a functional area of business (e.g., management, marketing, finance, operations research, etc.) and substantial work-related experience. The Certified Public Accountant (CPA) is required for accounting faculty. The Juris Doctorate (J.D.) is accepted as a terminal degree for law and law related coursework.

If the Department Chair is a candidate for tenure or promotion, the member of the department most senior in rank and time, and not a member of the Tenure, Review and Promotion Board, shall initiate the review and make recommendations.

3. Review of Candidates for Promotion by the School Dean

- By February 15, the dean of the school in which the faculty member is employed will review the candidate’s dossier, departmental response, and other relevant information unavailable to or not considered by the academic department and submit an evaluative letter to the Tenure Review and Promotion Committee. The dean’s letter will evaluate the faculty member’s teaching, scholarship, and service.

4. Review of Candidates for Promotion by the Tenure, Review, and Promotion Board

- By February 15, the Board shall begin its review of all materials. This shall include the personnel file, the department recommendation dean’s recommendation, the curriculum vita and supporting material prepared by the candidate, and all student evaluations from all Columbia College venues in which the instructor has taught since the last review by the Board and never less than the last four previous semesters. Candidates may appear before the Board if they so elect or if the Board so requests. Board members who are also members of the candidate’s department shall participate as observers, providing information relative to the candidate at the request of the other Board members.
- Candidates for tenure shall be considered before those for promotion, and the Board shall complete tenure considerations by March 1 and promotion considerations by March 15.
- Recommendations of the Tenure, Review and Promotion Board shall be determined by a simple majority of the Board by secret ballot. The Board shall be informed of the outcome of the secret ballot but not of the specific vote count unless the vote is unanimous. In case of a tie vote, two coequal rationales shall be provided by the Board. The Provost notifies the candidate of the TRAP Board’s recommendation within one work day after the board concludes its deliberations on the candidate; that is, all candidates for tenure are notified in writing on or before March 2, and all candidates for promotion are notified in writing on or before March 16.
- The recommendations of the Tenure, Review and Promotion Board, along with the rationale, dissenting opinions, if any, and the vote count, shall be forwarded to the President when consideration of all candidates has been completed. See the Section on Appeal of Unfavorable Recommendations Regarding Applications for Promotion and Tenure

5. Review of Candidates for Tenure and/or Promotion by the President

- The President shall have at his or her disposal the full personnel file for each candidate along with the curriculum vita prepared by the candidate and the recommendations and rationale from the department, from the dean, from the Tenure, Review and Promotion Board, and from the Provost. The vote count of the Tenure, Review and Promotion Board shall be available to the President and the Board of Trustees only.
- The President shall make a separate recommendation for each candidate and shall include the rationale upon which that recommendation has been made.
- The President shall advise the candidates of the recommendations and rationales of the Tenure, Review and Promotion Board (vote count not included), of the Provost, and of his/her recommendation and rationale no later than March 30.
- The President shall provide an opportunity prior to consideration of the candidacy by the Academic Affairs Committee of the Board of Trustees for the candidate to reply in writing to the recommendations of the Tenure, Review and Promotion Board, the Provost and the President. This reply shall be addressed to the President for communication to the Board.
- The candidacy shall be considered and acted upon by the Academic Affairs Committee and the Board according to the most recent procedural guidelines adopted by the Board of Trustees.

6. Review by the Academic Affairs Committee of the Board of Trustees

The committee shall consider, usually just prior to the Board of Trustees' spring meeting, recommendations relating to promotion and/or tenure submitted to it through the President's Office by the Tenure, Review and Promotion Board. Each recommendation shall be accompanied by a separate recommendation from the President. A majority affirmative vote of the Committee present and voting shall be required to recommend to the Board of Trustees that tenure be granted and a 2/3 affirmative vote shall be required for a recommendation that promotion be granted. The committee shall present, for action of the Board of Trustees, only those actions in which its recommendations are affirmative. Negative actions shall be presented to the Board for information only. For consideration of recommendations for promotion and/or tenure, the following minimal information shall be made available to the committee:

- The full personnel file on each candidate.
- The full department recommendation for each candidate on the quality and quantity of faculty performance in teaching, advising, scholarship, service to the College and the profession, degrees held and any other factors relevant to the recommendation.
- A statement of the rationale on which the Tenure, Review and Promotion Board based its recommendation for each candidate.
- A separate recommendation for each candidate from the President.

7. Review of Candidates for Promotion by the Board of Trustees

The Board of Trustees makes the final decisions on all cases involving promotion or tenure (Educational Policy Committee Guidelines, 29 September 1980). The usual time for these decisions is the spring meeting.

G. Appeal of Unfavorable Recommendations Regarding Applications for Promotion and Tenure

The procedure described in Promotion and Tenure Procedures involves a series of recommendations from the appropriate department, the TRAP Board, the Provost, and the President. When the faculty member involved is informed by the Provost of the TRAP Board's unfavorable decision regarding promotion and/or tenure, he or she shall be given, upon request, a statement of the reason or reasons for the decision (if the faculty member so requests, the reasons given in explanation of the unfavorable decision regarding promotion and/or tenure are confirmed in writing by the TRAP Board).

- Within five working days of receipt of the unfavorable decision by the TRAP Board regarding promotion and/or tenure, the faculty member may request, in writing and addressed to the Provost, a reconsideration by the TRAP Board. If request is not received by the office of the Provost during this time period, the faculty member forfeits the opportunity for reconsideration by the TRAP Board.
 - If reconsideration is requested, additional information that states specifically how adequate consideration was not given to the faculty member's qualifications and relevant standards for promotion and/or tenure must be received by the office of the Provost within ten working days of receipt of the initial unfavorable decision regarding promotion and/or tenure.
 - If the faculty member wishes to appear before the TRAP Board to present additional information, the request to appear must be in writing and received by the office of the Provost within the previously mentioned ten working day period.
 - If neither a request for an appearance before the TRAP Board nor further information is received within the specified ten-working-day period, the faculty member forfeits the opportunity for reconsideration and the separate recommendations of the TRAP Board and of the Provost shall be submitted to the office of the President.
 - If reconsideration of the faculty member's request for promotion and/or tenure occurs, the result of the reconsideration by the TRAP Board shall be relayed to the faculty member involved within twenty working days of the faculty member's receipt of the initial unfavorable decision regarding promotion and/or tenure.
 - The faculty member, within twenty-five working days of receipt of the initial unfavorable decision regarding promotion and/or tenure, may request, in writing and addressed to the Provost, a review by the Faculty Grievance and Appeals Committee of the TRAP Board's decision.
 - If the faculty member, within twenty-five working days of receipt of the initial unfavorable decision regarding promotion and/or tenure, does not request further action, the initial recommendation and the result of the reconsideration by the TRAP Board and the Provost's separate recommendation shall be submitted to the office of the President.
 - If a review of the TRAP Board's initial unfavorable decision regarding promotion and/or tenure by the Faculty Grievance and Appeals Committee is requested, the Grievance and Appeals Committee shall determine whether the TRAP Board's decision is the result of adequate consideration in terms of the College's relevant standards and the faculty member's qualifications, as described in the Faculty Handbook and other College documents.
 - **The Faculty Grievance and Appeals Committee shall not substitute its judgment on the merits for that of the TRAP Board.**
 - If the Faculty Grievance and Appeals Committee finds that adequate consideration was not given to the faculty member's qualifications and the relevant standards, as described in the Faculty Handbook and other College documents, it shall request reconsideration by the TRAP Board, indicating the areas in which it finds the consideration may have been inadequate. The Faculty Grievance and Appeals Committee shall provide copies of its findings to the faculty member involved, the TRAP Board, and the Provost within thirty working days of the faculty member's receipt of the initial unfavorable decision by the TRAP Board regarding promotion and/or tenure.
 - If the Faculty Grievance and Appeals Committee finds that adequate attention to relevant standards of the College and the faculty member's qualifications was given by the TRAP Board, the initial recommendation and the result of review by the TRAP Board and the Provost's separate recommendation shall be submitted to the office of the President within thirty-five working days of the faculty member's receipt of the initial unfavorable decision regarding promotion and/or tenure.
- If the Faculty Grievance and Appeals Committee finds that adequate consideration in terms of the relevant standards of the College and the faculty member's qualifications was not given by the TRAP Board, then

the TRAP Board shall, for the second time, reconsider the faculty member's request for promotion and/or tenure.

- The result of the second reconsideration by the TRAP Board shall be submitted to the faculty member involved. The initial recommendation by the TRAP Board, the results of the first and second reconsiderations by the TRAP Board, and the Provost's separate recommendation shall be submitted to the office of the President within forty working days of the faculty member's receipt of the initial unfavorable decision regarding promotion and/or tenure.
- The President shall make a decision within five working days after receipt of recommendations from the TRAP Board and the Provost. The President shall advise the candidate of all recommendations and rationales of the TRAP Board (vote count not included), of the Provost, and of his or her recommendation and rationale.
- At that time, the faculty member, within three working days, may respond in writing to the recommendations, addressing the reply to the President for communication to the Educational Policy Committee for conveyance to the Board of Trustees.
- Copies of all recommendations and rationales are sent to the Educational Policy Committee of the Board of Trustees. The candidacy shall be considered and acted upon according to the procedural guidelines outlined in Section F.5 (see Index).
- **Decisions of the Board of Trustees in promotion and/or tenure matters are final.**

H. SABBATICAL LEAVE POLICY

Sabbatical leave is a paid leave of absence granted to a faculty member by the President for the purpose of study, formal education, travel, research, writing, or other approved experiences of professional value to the faculty member and the College. The purpose of sabbatical leave is to improve the quality of instruction at, and service to, the institution through professional development of individual faculty members. Sabbatical leave is not an inalienable right earned simply through accumulation of years of service, though seniority may be a criterion for selection. It represents an investment by the College in the future of its academic program; therefore, faculty members are expected to return the benefit they derive from sabbatical leaves, thereby permitting the College to benefit from its investment in the faculty.

The President will report to the Board of Trustees all sabbatical leave approvals that have occurred since the previous Board meeting.

1. Eligibility

Sabbatical leave may be requested by full-time, tenured faculty members who have provided a minimum of six full years of service as faculty members to Columbia College and who hold the rank of assistant professor, associate professor or professor.

2. Frequency

No faculty member may be granted sabbatical leave more than once in any seven-year period.

3. Duration

Sabbatical leave may be requested for either one semester at full pay or two semesters at half pay.

4. Procedures for Obtaining a Sabbatical Leave

- The Academic Dean's Offices will determine the eligibility of faculty members for sabbatical for the following contract year and will then notify eligible faculty members and their department chairs by September 1.
- Eligible faculty members must then submit a formal application in the form of a sabbatical proposal and a completed "Request for Sabbatical Leave" form to their department chairs by September 15. The proposal shall include the following: (1) a statement of purpose and activities to be undertaken, (2) a

justification for the sabbatical and its contribution to the professional development of the faculty member and its benefit to the College, and (3) signed agreement on the request form to abide by requirements of a sabbatical leave in relation to reporting, returning to service at the College, and financial compensation and obligations.

- Department chairs, after review in consultation with full-time department members, shall evaluate each proposal and make a written recommendation approving or rejecting the request. The department chair, in making this recommendation, includes provisions to be made for covering the faculty member's duties for the duration of the sabbatical. Thereafter, the department chair shall forward the sabbatical proposals along with the department chair's written recommendation to the department's Academic Dean by October 1.
 - The Academic Dean verifies that all required elements are present and provides a written recommendation, including an assessment of staffing requirements. The Academic Dean then forwards the material to the Chair of the Elections and Professional Development Committee of the Faculty Association by October 15.
 - The Elections and Professional Development Committee reviews the proposal and the department chair's recommendation and reports the committee's recommendation to the Provost no later than November 1.
 - The Provost then reviews and makes a recommendation. The entire proposal package, including the recommendation of the Provost, shall be provided to the President by November 20.
 - The President acts for the Board of Trustees in granting final approval of sabbaticals.
 - The President's acceptance or rejection of the proposal and rationale shall be stated in writing to the Provost and to the applicant by December 1.
 - If the President rejects the proposal, an appeal in writing to the Academic Affairs Committee of the Board of Trustees may be made before the winter meeting— typically held in January. The Academic Affairs Committee presents its recommendation to the Board of Trustees at the winter meeting, and the decision of the Board is final.

5. Benefits

Columbia College continues the faculty member's benefits during sabbatical leave. However, accumulation of sick leave and, if applicable, vacation days, is excluded from benefits while on sabbatical.

6. Compensation

Total remuneration during sabbaticals may not exceed the normal full-time compensation of the faculty member as an employee of Columbia College. To the extent that compensation from outside the College exceeds the difference between the sabbatical stipend and full-time salary, the sabbatical stipend is reduced accordingly. Grant monies, scholarships and fellowships, however, do not affect sabbatical pay.

7. Service Obligation

Faculty members who are granted sabbatical leave are obligated for one additional year of service to Columbia College at the conclusion of the leave period. Faculty members who do not fulfill this obligation to return to the College are required to repay the College the full salary and the cost of benefits

received from the College during the sabbatical. A promissory note agreeing to these terms must be signed before the sabbatical is granted. Death, disability or dismissal satisfies in full the promissory note.

8. Reporting Requirements

Within 30 calendar days into the succeeding semester after the completion of a sabbatical leave, faculty members file reports containing a description of the activities undertaken during the sabbatical, an assessment of the success of those activities in relation to the declared objectives of the sabbatical proposal and an analysis of their worth to the individuals and to the College. Reports are submitted to the Provost and to the President and become part of the faculty members' permanent files.

9. Compliance with Specifications

Failure of a faculty member to follow specified procedures and written deadlines for submitting sabbatical requests may constitute grounds for rejection of sabbatical leave.

10. Suspension or Limitation of Sabbaticals

When, in the judgment of the President and the Administrative Council, financial conditions warrant, the President may recommend to the Board of Trustees that no sabbaticals be granted for a specified period, or that the number of sabbaticals be limited or reduced, or that sabbaticals already approved but not in process be postponed.

I. PROFESSIONAL DEVELOPMENT GRANTS POLICY

a. Expenses Covered by Professional Development Grants

- General expenses incurred in the execution and completion of faculty research projects (to include funding for presentation and/or publication of projects).
- Funds for the purchase of primary resource material for classroom and/or personal research.
- Funds to bring scholars/speakers/celebrities to Columbia College (specifically to set up panel/discussion conferences which would include CC faculty).
- Funding for travel to conferences (or other formal/informal gatherings) which apply directly to personal research and/or classroom content improvement. Note: this excludes PD for chairs, assessment, etc.
- Funding for faculty-directed student research projects.
- Expenses incurred in the physical production/completion of scholarly projects (e.g., typing of manuscripts, photography, telephone, postage, etc.).

b. Application Form

- The application should be a brief letter (no more than 2 pages) that includes
 - o The applicant's name and department
 - o The nature of the expenses to be covered by the grant
 - o How the grant will help the applicant develop teaching and/or scholarship
 - o Itemized list of actual or estimated expenses to be reimbursed
 - o List of additional funds received or anticipated (e.g., individual professional development funds, grant from school Dean, external funding)
 - o Statement that the applicant has exhausted other Columbia College sources of funding prior to applying to the Elections and Professional Development Committee for a Professional Development Grant
 - o Total amount requested for the grant
- Specific Criteria for Evaluation
 - o Significance of the study for scholarship and/or teaching in the applicant's discipline
 - o Importance of the proposed expenses in helping the applicant to develop professionally in scholarship and/or teaching

- o The expenses exceed other available Columbia College sources of funding such as individual professional development funds
- c. Application Procedures
- A written proposal shall be submitted to the chair of the Elections and Professional Development Committee.
 - Committee Action. The Committee may either a) reject, b) approve, c) request more information, or d) recommend amount of money.
 - The Committee makes its recommendation to the Provost.
 - The Provost makes the final decision.

J. EMERITUS STATUS

The College may confer the title of emeritus upon a retiring faculty member who has served for at least twelve years and has achieved eminence through scholarship, creative work, or distinction of service to the College or profession; the title of “emeritus” is added to the last rank held. The faculty member’s department or the Tenure, Review and Promotion Board initiates the recommendation of this honor; the Provost forwards it with his or her own recommendation to the President and the Board of Trustees for final action.

Emeritus faculty enjoy the following privileges: listing in the College catalog; participation in College social and cultural events; attendance at faculty meetings with voice but not vote; use of library, recreational, dining and lounge facilities; and, upon request, parking permit, faculty ID card and mailbox.

K. DISTINGUISHED PROFESSOR

The College may confer the title of Distinguished Professor upon a faculty member who has served for at least 25 years, has a record of outstanding teaching, and has achieved national prominence through scholarship, creative work, or distinction of service to the profession. The faculty member’s department or TRAP initiates the recommendation; the Provost forwards it with his or her own recommendation to the President and the Board of Trustees for final action.

L. VOLUNTARY SEPARATION OF EMPLOYMENT

1. Resignation

Resigning full-time faculty members should submit written resignations to the Provost as far in advance as possible so that the College has adequate time to reassign job duties and teaching responsibilities.

2. Retirement

Retiring full-time faculty members should inform the Provost of the planned date of retirement at least one semester in advance. The Provost will then inform appropriate faculty of the anticipated retirement and eligibility for emeritus consideration and begin the process of reassigning job duties and teaching responsibilities.

3. Phased Retirement

Tenured faculty with at least 12 years of full-time service at Columbia College who have attained the age of 62 may apply for phased retirement. Phased retirement consists of 50% work load and 50% salary. An application for phased retirement should be sent to the department chair and the Provost and should include the following:

- a. A date no more than three years in the future when the faculty member will retire completely from the College.
- b. A letter of candidacy documenting eligibility and explaining why phased retirement is a benefit to the faculty member and the College.
- c. A proposal indicating preferred duty distribution.

Responsibilities, including teaching load, during the phased retirement period will be arranged through negotiation between the faculty member, his/her department chair, his/her Dean and the Provost. If the Provost approves a phased retirement arrangement, the application will then be sent to the President who will then, at his/her discretion present it to the Board of Trustees who shall be the final decision-maker on the issue.

Phased retirees will be eligible for annual pay increases and full-time benefits except as follows:

- a. Sabbatical leave. Less than full-time faculty are not eligible for this benefit.
- b. Long-term disability insurance. Less than full-time faculty are not eligible for this benefit.
- c. Life insurance benefits and the College's contribution to the retirement plan will be based on the College's current policies in effect at the time of the phased retirement, and on the employee's eligible salary.

During phased retirement, the faculty member will retain current rank but not tenure; this will in no way affect possible *emeritus* status after full retirement.

This phased retirement plan is not meant to exclude other possible phased retirement plans that may be arranged on an individual basis between a faculty member and the Provost and ultimately presented to the Board of Trustees for Approval.

M. DISCIPLINE AND DISMISSAL

1. Reprimand and Suspension

In the event that a faculty member is to be formally disciplined, the following types of action may apply.

- a. Reprimand: a written communication to the faculty member.
- b. Suspension: temporary removal of the faculty member from contractual responsibilities, with or without pay, depending on the severity of the offense.

2. Cause

Adequate cause for disciplinary action must be directly and substantially related to the fitness of the faculty member in his or her professional capacity. Cause for disciplinary action includes, but is not limited to, the following:

- a. professional incompetence in the performance of academic responsibilities;
- b. intentional neglect of duty in the performance of academic responsibilities;
- c. research misconduct, academic irresponsibility or other default of academic integrity in the performance of academic responsibilities;
- d. discrimination or retaliation on the basis of race, ethnicity, national origin, ancestry, creed, religion, citizenship or intended citizenship status, veteran status, sex, gender identity, sexual orientation, pregnancy or parental status, marital status, age, disability, or any other status protected by law.

3. Limits

Cause for reprimand or suspension cannot be determined by hearsay. Reprimand or suspension may not be used to restrain faculty members in their exercise of academic freedom or other rights guaranteed by law.

4. Notification

In the case of suspension, the President or President's designee notifies the faculty member by certified letter of the disciplinary action.

5. Dismissal

a. Definition and Circumstances

Dismissal refers to the permanent removal of a faculty member from contractual responsibilities and terminates the employment relationship with the College.

Dismissal or termination of a tenured faculty member results only from demonstrably relevant changes in, or discontinuance of, an educational major or area of instruction or program or demonstrable financial exigency or demonstrable cause.

b. Dismissal for Cause

Tenured faculty, probationary faculty or faculty on renewable non-tenure appointments may be dismissed for cause.

Adequate cause for dismissal must be directly and substantially related to the fitness of the faculty member in his or her professional capacity. Cause for dismissal includes, but is not limited to, the following:

- conviction of a felony or other crime involving moral turpitude during the period of employment by the College. No salary is paid beyond the date of termination if the cause of termination was conviction of a felony. Further, the administration of the College may suspend a faculty member who has been charged with a felony or a crime involving moral turpitude if it deems the health, safety or welfare of the college community to be adversely affected by the presence of a faculty member who has been charged with such a crime;
- professional incompetence in the performance of academic responsibilities;
- intentional and habitual neglect of duty in the performance of academic responsibilities, provided a written warning and a reasonable opportunity to correct the behavior have been given;
- willful research misconduct, academic irresponsibility, or other default of academic integrity in the performance of academic responsibilities;
- willful misrepresentation of material matters in applying to the College for employment that are related, directly and substantially, to the faculty member's fitness or performance in the professional capacity; or
- unlawful harassment, discrimination, or retaliation.

Allegations of wrongdoing that implicate the College's Title IX policy

(<http://web.ccis.edu/offices/humanresources/titleix.aspx>) or the College's policy prohibiting unlawful discrimination, harassment, and retaliation

(<https://www.ccis.edu/about/policies/non-discrimination-equal-opportunity>) will be

handled in accordance with those policies only and will not be handled in accordance with the process set forth herein.

- inability to meet professional responsibilities because of illness. Termination of an appointment with tenure or of a probationary or special appointment, including appointment under renewable non-tenure-track, before the end of the period of appointment for medical reasons must be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate is reached only after appropriate consultation between administrative officers and

the department chair has occurred and after the faculty member concerned or someone representing the faculty member has been afforded an opportunity to present the faculty member's position and to respond to the evidence.

c. Limits

Cause for dismissal cannot be determined by hearsay.

Dismissal may not be used to restrain faculty members in their exercise of academic freedom or other rights guaranteed by law...

d. Notification In the case of dismissal, the President or President's designee notifies the faculty member by certified letter of the action.

e. Dismissal (for Cause) Procedures

The cases that arise under the termination of appointment by dismissal of a faculty member may be classified in two categories: (1) termination before expiration of a term appointment, and (2) termination of an appointment on tenure. The following procedures shall apply in either case.

- Preliminary Proceedings. When the fitness of a faculty member is under question, appropriate administrative officers shall ordinarily discuss the matter with the faculty member directly. If a mutually satisfactory resolution of the matter does not result, then formal proceedings shall be initiated.
- Initiation of Formal Proceedings. A statement of grounds for dismissal shall be incorporated in a letter from the President to the faculty member informing the individual that an inquiry to determine whether he or she should be removed from his or her faculty position on the grounds stated will be conducted by the faculty-elected TRAP Board, which will establish and notify the President and the faculty member of the specified time and place for a hearing no earlier than fifteen days from the day the faculty member receives the letter from the President. The faculty member shall be informed of the procedural rights stated in the Faculty Handbook. The faculty member must, in writing, either waive a hearing or respond to the statement of grounds for dismissal not less than one week before the date set for the hearing.
- Suspension of the Faculty Member. Suspension of a faculty member during the proceedings herein described may be imposed only under unusual circumstances and shall be with pay. Suspension is normally justifiable only if the presence of the faculty member is deemed to pose immediate harm to persons of the campus. Such suspension shall not be considered prejudicial to the faculty member's case.
- TRAP Board Proceedings. The TRAP Board shall proceed by considering the statement of grounds for dismissal in the President's letter and the faculty member's response. If the faculty member has not requested a hearing, the TRAP Board shall consider the case on the basis of obtainable information and decide whether the faculty member should be removed; otherwise the hearing shall proceed. The hearing shall be private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the charges shall be received.

- The President may attend the hearings. The President may designate a representative to assist in developing the case; but the TRAP Board shall determine the order of proof, oversee the questioning of witnesses and, if necessary, secure the presentation of evidence.
- The faculty member shall have the option of assistance by counsel, whose functions are to be similar to those of the representative chosen by the President. The faculty member shall have the aid of the TRAP Board and the President in securing the attendance of witnesses. The faculty member or the faculty member's counsel and the representative designated by the President shall have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member shall have the opportunity to confront all witnesses unless extraordinary circumstances preclude confrontation. In such a situation, the identity of all witnesses who will be unable to appear in person, as well as statements duly sworn to by the individual whose statements are to be presented for consideration by the TRAP Board, shall be made known to the faculty member. Five days prior to the hearing, the faculty member and the President or the designated representative shall submit a list of witnesses they intend to call at the hearing and a copy of the sworn statements they intend to present. All evidence shall be duly recorded. The record of the hearing shall be available to the faculty member. If a charge of incompetence is involved, testimony shall include that of other faculty members. The hearing procedures shall not necessarily adhere to formal rules of court procedure.
- Consideration by the TRAP Board. On the basis of the hearing, the TRAP Board shall reach its decision in conference, giving opportunity to the faculty member or the faculty member's counsel and the President and/or his representative to summarize orally before it and to submit written briefs if the committee desires. The TRAP Board shall then arrive at explicit findings with respect to each of the grounds for dismissal presented and formulate, in writing, its decision for or against removal of the faculty member.
- A transcription of the hearing may be used during this decision process, if needed. The President and the faculty member shall be notified in writing of the decision. Each shall receive, as promptly as possible, and at the same time, a copy of the record of the hearing. Publicity concerning the decision shall be withheld. Any release of information to the public shall be made through the President's Office.
- Consideration by the Academic Affairs Committee. The recommendation of the TRAP Board shall be final within ten working days of the President's and the faculty member's receipt of the decision notification. The President has the authority to remand the recommendation of the TRAP Board if the decision of the President differs from that of the TRAP Board. If the President and TRAP Board, within ten working days of the remandment, continue to disagree on the dismissal decision, the individual being considered may, within fifteen days of notification by the President, appeal the matter to the Academic Affairs Committee of the Board of Trustees. The decision of the Board of Trustees is final.

- Consideration by the Board of Trustees. The recommendation of the Academic Affairs Committee shall be final within thirty working days following receipt of the appeal notification unless a petition for appeal has been filed by either party with the chairperson of the Board of Trustees during this period of time.
- If such an appeal petition is filed, the matter shall be considered based upon the record developed at prior hearings, including the transcript and documentary evidence, the same to be considered at the next regular or special meeting of the Board of Trustees, and a final decision rendered, in writing, copies of which shall be sent to all parties concerned.
- Timeline for Appeal of Decisions by the TRAP Board and the Academic Affairs. After the President and the faculty member receive in writing a notification of the TRAP

Board's decision, either party

Within Ten Working Days – may file a written appeal with the chairperson of the Academic Affairs Committee.

After the chairperson of the Academic Affairs Committee has received a written appeal, the Academic Affairs Committee

Within Fifteen Working Days – shall convene for purposes of hearing the appeal.

Within Twenty-five Working Days – shall render in writing the Academic Affairs Committee's recommendation.

The President or the faculty member

Within Thirty Working Days – following receipt of the recommendation by the Academic Affairs Committee may file a written appeal with the chairperson of the Board of Trustees.

After the Next Regular or Special Meeting of the Board of Trustees – the President and the faculty member shall receive copies of the final decision.

Publicity. During the above proceedings, public statements about the case by either the faculty member or administrative officers are prohibited.

N. TERMINATION FOR OTHER THAN CAUSE

1. Changes in or Discontinuance of an Educational Program

Before terminating appointments of tenured faculty because of changes in or discontinuance of a program or area of instruction, the College must make every effort to place affected faculty members in other positions for which they are qualified. If affected faculty members do not have qualifications to teach in other areas, then the College must make reasonable efforts to aid them to become qualified. Due consideration must be given to seniority in terms of academic rank and length of service when continuous appointments must be terminated because of changes in or discontinuance of an educational program. The faculty member must be given notice not less than twelve months in advance of the termination. No position for which the released faculty member is qualified may be filled within three years unless the released faculty member has been offered reappointment and has been allowed no fewer than thirty days within which to accept or decline it.

Before terminating appointments of faculty with a multi-year renewable non-tenure-track appointment because of changes in or discontinuance of a program or area of instruction, the College must make every effort to place affected faculty members in other positions for which they are qualified for the remaining time of their renewable non-tenure-track appointment, provided further that the College has none of the other obligations which are set forth above and are applicable only to tenured faculty.

2. Financial Exigency

The contract of a tenured faculty member may be terminated by the College without loss of respect because of demonstrated *bona fide* financial exigency. Financial exigency means that in the sole opinion and discretion of the Board of Trustees, the College's immediate and long-range plans cannot be supported by the total financial resources of the College's income. In every case of financial exigency, each affected faculty member must be given notice or severance salary as appropriate. Faculty members receive salary to the end of the contract year in which financial exigency has been declared. No position for which the released faculty member is qualified may be filled within three years unless the released faculty member has been offered reappointment and has been allowed no fewer than thirty days within which to accept or decline it.

The contract of faculty on a multi-year renewable non-tenure-track appointment may be terminated at the end of the then academic year by the College without loss of respect because of demonstrable *bona fide* financial exigency, and the College has none of the obligations set forth above which are applicable only to tenured faculty.

O. Appeal of Decisions not to Renew Annual Contracts of Non-tenured Fulltime Faculty.

1. Violation of Academic Freedom Allegations. A non-tenured faculty member who alleges that his or her non-reappointment is based significantly on considerations violative of academic freedom may request that the allegations be given preliminary consideration by the Tenure, Review, and Promotion Board. The faculty member's allegations shall be in writing and accompanied by a statement that he or she agrees to the presentation, for the consideration of the TRAP Board, of such reasons and evidence as the institution may allege in support of its decision not to renew the annual contract of non-tenured full-time faculty.

The TRAP Board shall then determine whether or not the notice of nonreappointment constitutes on its face a violation of academic freedom and seek to settle the matter by informal methods.

If matters remain unresolved, the TRAP Board shall decide whether or not the evidence submitted in support of the petition warrants a recommendation that a formal proceeding be conducted in accordance with the procedures set forth in Section III.L.5 in connection with dismissal for cause, except that the faculty member making the complaint is responsible for stating the grounds upon which the allegations are based, and the burden of proof shall rest with the faculty member.

2. Inadequate Consideration Allegations. After a non-tenured faculty member has been informed of the decision not to renew his or her appointment, he or she, upon request, shall be given the reasons for the non-reappointment in writing from the Provost with five business days. If the faculty member believes that his or her non-reappointment has resulted from inadequate consideration, he or she may ask the Provost and the President to reconsider this decision.

If, after reconsideration, the Provost and the President do not decide to reappoint the faculty member, the faculty member may submit a written request to the chair of the Faculty Grievance and Appeals

Committee that this decision to be reviewed by the Faculty Grievance and Appeals Committee on the grounds of inadequate consideration.

The Faculty Grievance and Appeals Committee shall determine whether the decision is the result of adequate consideration in terms of the relevant standards of the institution.

The Faculty Grievance and Appeals Committee shall not substitute its judgment on the merits for that of the Provost and the President.

If the Faculty Grievance and Appeals Committee judges that adequate consideration was not given to the faculty member's qualifications, it shall request reconsideration by the Provost and the President of the decision not to reappoint, indicating the areas in which it thinks the consideration may have been inadequate. The Committee shall provide copies of its findings to the faculty member involved, the Provost, and the President.

After reconsidering the decision not to renew the appointment for the second time, the Provost and the President, acting by the authority of the Board of Trustees, shall inform the faculty member of the result, which is final.

P. GRIEVANCE AND APPEALS COMMITTEE OF THE FACULTY ASSOCIATION

Decisions of the Grievance and Appeals Committee of the Faculty Association are binding on all parties to the grievance unless appealed to the President by a party to the grievance within five working days after receiving the decision.

The President, acting by the authority of the Board of Trustees, has final power to overrule or confirm decisions of the Grievance and Appeals Committee of the Faculty Association.

The President within five working days informs the grievant, the person against whom the grievance is filed, and the Grievance and Appeals Committee of the Faculty Association of his or her determination to overrule or confirm the

Committee's decision.

If the President is a party to this process, he or she must remove himself/herself from a decision-making capacity in the grievance process.

1. Grievance Procedure

- a. Faculty Appeals and Grievances. The appeal and grievance procedures described in this section provide means by which faculty members may address problems related to misunderstandings, disputes, and complaints.
- b. Other Grievances. A faculty member who believes his or her rights, benefits, privileges, duties, or responsibilities established by this handbook, or any other policy or procedure, have been denied, abridged or abused may seek resolution of the problem through normal channels and, if still dissatisfied, through the Faculty Grievance and Appeals Committee.
 - The Difference between Grievances and Disagreements with Policy. The methods for resolving grievances described herein are appropriate when there is a question as to interpretation or application of policy, not when the issue is the policy itself.

- Resolution of Grievances through Normal Channels. The first step toward resolution of a grievance shall be at the level of one's immediate supervisor. When consultation with the immediate supervisor does not produce satisfactory results, the appropriate step is to take the problem to the Provost or the Vice President for the Division of Adult Higher Education.
- c. Resolution of Grievances through the Faculty Grievance and Appeals Committee. A faculty member who feels aggrieved and has been unable to achieve satisfactory resolution of the problem through normal channels shall file a "Statement of Grievance" with the chairperson of the Faculty Grievance and Appeals Committee within fifteen working days of receiving notice that gives rise to the grievance.

Copies of this "Statement of Grievance" are forwarded to the office of the President of the College and to the person whose action gave rise to the grievance. It is the responsibility of the grievant to record properly the grievance within the specified time frame.

The chairperson of the Faculty Grievance and Appeals Committee may attempt to resolve informally the issues that gave rise to the grievance. The chairperson may meet with the grievant and the person whose action gave rise to the grievance, either individually or together. Any such meetings shall be closed and confidential. This process shall be completed within seven working days of the chairperson's receipt of the "Statement of Grievance."

Within two working days of the conclusion of the mediation or dissuasion process, the chairperson shall report in writing the results of the process to the office of the President, to the grievant, and to the person whose action gave rise to the grievance. This report shall not contain a recommendation on the merits of the dispute, but shall simply state whether or not the dispute has been resolved.

If the issues that gave rise to the grievance have been resolved to the satisfaction of the grievant and the person whose action gave rise to the grievance, the matter is ended.

If the issues that gave rise to the grievance have not been satisfactorily resolved, the grievant may choose to continue the process as outlined below. The grievant within five working days shall submit to the chairperson of the Faculty Grievance and Appeals Committee documentation with substantial evidence which elucidates the alleged grievance.

- d. Faculty Grievance and Appeals Committee Procedures.
- **Election of a Chairperson.** [See Constitution of the Faculty Association, Article II, and Article V.]

Selection of the Committee. When the Faculty Grievance and Appeals Committee chairperson informs both parties to the grievance that a hearing is scheduled, a list of the Faculty Grievance and Appeals Committee members and their alternates is provided. If either party thinks a conflict of interest exists with any member of the Faculty Grievance and Appeals Committee, he or she may submit in writing why there is a conflict of interest.

Consideration by the members of the Faculty Grievance and Appeals Committee shall determine whether a conflict of interest does exist. If a conflict of interest is determined, the Faculty Grievance and Appeals Committee members shall select the alternate(s) who shall serve as committee members.

- **Specific Rules and Procedures.** The Faculty Grievance and Appeals Committee may adopt by majority vote any internal rules of procedure which appear to be necessary and appropriate.
- **Acceptance or Rejection of a Grievance.** Upon receipt of a grievance claim, the Faculty Grievance and Appeals Committee shall meet within ten working days. If either of the parties to the grievance is on the Faculty Grievance and Appeals Committee, then an alternate shall serve.

The Faculty Grievance and Appeals Committee shall decide whether it has jurisdiction to act. If it decides it lacks jurisdiction, it shall dismiss the grievance. If the Faculty Grievance and Appeals Committee decides it has jurisdiction, it shall decide whether the matter merits investigation.

If the Faculty Grievance and Appeals Committee decides that the matter warrants investigation, it shall decide the merits, proceeding in accord with this document. If it decides that the matter does not warrant investigation, it shall dismiss the grievance claim.

The Faculty Grievance and Appeals Committee chairperson shall inform all concerned parties of the decision.

e. Faculty Grievance and Appeals Committee Hearing Procedures and Investigational Powers.

General Procedures. After acceptance of the grievance, the Faculty Grievance and Appeals Committee shall review the statement of grievance and supporting evidence and shall determine the best means to obtain any additional, relevant information needed to resolve the issue.

When a grievance is accepted, the Faculty Grievance and Appeals Committee shall not proceed before permitting a written response from the person against whom the grievance is filed.

Both parties to the grievance shall have the right to review statements, documents, and other evidence submitted by the other party, as well as Faculty Grievance and Appeals Committee minutes, excluding Executive Session minutes.

All Faculty Grievance and Appeals Committee meetings shall be closed. All participants shall respect the confidentiality of the proceedings.

The Faculty Grievance and Appeals Committee chairperson shall report the Committee's findings and recommendations in writing to the grievant, the person against whom the grievance is filed and the office of the President of the College within five working days after the Committee has reached its decision in a case.

Investigational Powers of the Faculty Grievance and Appeals

Committee. The Faculty Grievance and Appeals Committee may hear testimony, review pertinent documents and obtain such other information as may in the opinion of the committee be necessary to adjudicate the issue.

Q. PERSONNEL FILES

1. Official Personnel File

The deans are charged with the responsibility of maintaining accurate College records on all fulltime and day adjunct faculty in their respective schools. Originals of documents substantiating required information are maintained in the personnel files. An official personnel file is the source of formal documentation of the faculty member's professional background and current status with the College. Faculty should be notified of, with the option of providing a written response to, items that are added to personnel files.

2. Confidentiality of Personnel Files

The official personnel file is confidential and viewed on a need-to-know basis only. It is available only to the concerned faculty member, the faculty's dean, the provost, the president, and Director of Human Resources or appropriate designee. Under no circumstance may an official personnel file on a full-time faculty member leave the respective dean's office unless issued to the President, or the Provost, or Director of Human Resources or appropriate designee.