Note: This handbook may be revised by page or section. Revised page(s) and/or section(s) will be provided to the faculty member who will discard the existing and replace with the revised page(s) and/or section(s). In the event that the number of pages in a section are increased, the additional pages will be numbered with the number of the last page and a letter. Example: The last page in Section III is 17; therefore, additional pages will be numbered 17a, 17b, and etc.

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SECTION I: OVERVIEW

A. AUTHORIZATION

The contents of this Faculty Handbook replace and supersede all previous versions of such handbooks at Columbia College.

Similarly, this Faculty Handbook constitutes a codification of policy, practices, procedures and guidelines that replaces and supersedes all previous codifications of academic policies and procedures.

The most recent edition of the Faculty Handbook was approved by the Board of Trustees on April 29, 2011.

B. COLUMBIA COLLEGE: STATEMENT OF MISSION

Columbia College improves the lives of diverse undergraduate and graduate learners through exemplary teaching. The liberal arts and sciences and professional programs of the College embrace and profess these values: Student-centrism, Lifelong learning, Ethics and citizenship, Flexibility and innovation, Quality and improvement, Civility and Respect, Environmental and fiscal stewardship. Our vision is to be a model institution.

Approved by the Board of Trustees
May 1, 2009

C. ABOUT

COLUMBIA COLLEGE

Columbia College, a private, coeducational institution, offers associate, baccalaureate and master’s degrees that prepare students of differing backgrounds and abilities for entry level or advanced positions in various occupations and professions. Founded in 1851 by charter of the Missouri legislature, and then named Christian Female College, Columbia College assumed its current name and became coeducational in 1970. Although it retains a covenant with the Christian Church (Disciples of Christ), Columbia College is a nonsectarian institution.

The College is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools and holds specialized accreditation in its Education and Nursing programs.

D. PURPOSE OF HANDBOOK

This handbook, developed by the faculty of Columbia College and approved by the Executive Vice President and Dean for Academic Affairs (hereinafter referred to as EVP/DAA), the President and the Board of Trustees, states policies governing the rights and responsibilities of the members of the faculty of the College.

E. 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, 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 tenure-track 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.

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.

F. 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 EVP/DAA with the concurrence of the Board of Trustees.

G. 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).
SECTION II: 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 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, support staff, students and trustees 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, regardless of gender, age, creed, national origin, ethnicity, disability, marital status or sexual orientation may fulfill their professional responsibilities to the best of their abilities.

1.2 The Faculty Association investigates, appraises and 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 All employees in the academic departments of the College whose primary responsibility is teaching and the professional librarians are members of the Faculty Association. The departments referred to in this Constitution are Humanities, Visual Arts and Music, History, Philosophy, and Political Science; Education, Criminal Justice Administration, Human
Services, Nursing, Psychology and Sociology; and Computer and Mathematical Sciences, Business Administration, and Physical and Biological Sciences.

2.1.1 Full time faculty, whether on tenure appointments, 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 Adjunct and 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 Membership in the Faculty Association is automatic upon an employee’s meeting criteria stipulated in Section 2.1.

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

Article II

Composition of the Faculty Association

Section 1.0: Officers
1.1 Officers of the Faculty Association are President, Vice President and Secretary.

Section 2.0: Standing Committees
2.1 Standing Committees of the Faculty Association are established or abolished only by formal amendment to this Constitution.

2.2 The following constitute Standing Committees of the Faculty Association:
   Academic Assessment Committee
   Academic Honors and Awards Committee
   Curriculum and Academic Policies Committee
   Elections and Professional Development Committee
   Faculty Governance and Handbook Committee
   Grievance and Appeals Committee
   Instructional Facilities, Resources, and Support Committee
   Welfare and Personnel Policies Committee.

2.3 Each committee is led by a chair elected by and from the full members of the Faculty Association. The Standing Committees consist of two members elected by and from each of the academic divisions (designed for election purposes only). In addition, the Academic Assessment Committee and the Curriculum and Academic Policies Committee have ex officio members who are not members of the Faculty Association. Unless otherwise stipulated in Article IV, Section 3, all ex officio members are non-voting. Faculty members who represent programs in which accreditation necessitates participation may be elected to the Curriculum and Academic Policies Committee through the regular election process. If such a program remains unrepresented, a non-voting position will be added to the committee.

2.4 Responsibilities and functions of Standing Committees are defined in Article IV, Section 3.

Section 3.0: Officers and Elections
3.1 The President, Vice President and Secretary 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.

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

3.3 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.

3.4 The duties of officers are described in Article IV, and the rules governing the operation of the Faculty Association and election procedures are stipulated in Article V.

Article III

Meetings

Section 1.0: Meetings of the Faculty Association

1.1 The Faculty Association meets 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 may petition to have an extraordinary meeting called by sending a written request to the President of the Faculty Association outlining the need for such a meeting and setting forth the date, time and place for the meeting. At least three working days’ notice must be given.

1.1.3 The President of the College and/or the EVP/DAA may request that a meeting of the Faculty Association be called. Written notification is to be sent to the President of the Faculty Association outlining the purpose of the meeting and setting a date, time and place for the meeting.

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 (i.e. Section II of the Faculty Handbook), 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 by-laws of 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 extraordinary 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 eight 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 typed and 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 as soon as possible and 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 EVP/DAA 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 EVP/DAA, if requested by the President of the Faculty Association
   d. Reports from any invited administrative officers of the College
   e. Reports from Standing Committees of the Faculty Association
   f. Old business
   g. New business
   h. 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.

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.

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

1.10 If the Presiding Officer of the Faculty Association deems it necessary, members may be asked to limit their remarks to three minutes. Such a 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 the responsibility of the President of the Faculty Association.

1.12.1 All members of the Faculty Association have access to the archive at any time.

1.12.2 Non-members may petition the President of the Faculty Association for permission to use the archive. Such a petition must be in written form and state the reason access is needed.

1.13 Nonmembers of the Faculty Association may be allowed to attend Faculty Association meetings.

1.13.1 The EVP/DAA 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 Standing Committees

2.1 Standing Committees meet regularly at a date, time, and place established by the members of the committee.

2.1.1 Special meetings may be called by the Chair of the committee or set by the members of the committee during a meeting.

2.1.2 The committee may invite anyone whose presence is deemed necessary to attend its meetings.

2.2 The Chair of any meeting presides over the 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 meetings of the Standing Committees unless members establish procedures more suitable to the individual committee.

2.3.1 Members of each Standing Committee may designate one member to serve as parliamentarian.

2.4 The agenda and order of business for committee meetings are set by the members 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, the EVP/DAA, the President of the College, and member of the Faculty Association.

2.5.2 Committee minutes include names of members present and voting, old and new business, results of votes, names of non-members present and reports of any information presented to the committee.

2.6 Fifty percent of the committee constitute a quorum.
2.7 All issues to be decided by vote require a written ballot.

2.8 Agendas, committee reports, minutes, recorded votes and any other records of each committee are kept in the archive of the Faculty Association.

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 EVP/DAA and the President of the College.

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 and maintains the official records of all its proceedings.

2.1.2 Represents the Faculty in scheduled meetings with the EVP/DAA and the President of the College.

2.1.3 Serves as liaison between the Faculty and the EVP/DAA.

2.1.4 Serves as the spokesperson of the Faculty Association to constituencies outside the College.

2.1.5 May request reports from the President of the College and/or the EVP/DAA at the 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 Makes necessary arrangements for meetings of the Faculty Association and distributes agendas for these meetings.

2.2.3 Receives materials from committees, administrators, and other sources and oversees appropriate distribution of these materials.

2.2.4 Serves as treasurer of the Faculty Association.

2.2.5 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 Maintains membership rosters of faculty committees and all reports from these committees.

2.3.3 Prepares and distributes correspondence from the Faculty Association and maintains a record of all official correspondence sent and received.

2.3.4 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 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.

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 conducts research, initiates proposals and reviews and makes recommendations on proposals concerning assessment of the effectiveness of the College’s academic programs and services; facilitates and maintains communication in joint efforts to evaluate the total educational experience provided for students of Columbia College; and coordinates activities related to educational assessment throughout the College. The EVP/DAA or a designee is an ex officio member.

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.

3.2.3 The Curriculum and Academic Policies Committee ensures appropriate participation of faculty in academic decision-making as stipulated in the Columbia College Faculty Handbook, Section I, Part F, Role of the Faculty. The committee recommends to the Faculty Association any actions or policies related to degree requirements or collegewide academic matters, including but not limited to specific degree program requirements of academic majors and general education, major changes in such courses, grade definitions and policies, the academic calendar for the Day Program and any other matters of broad impact in academic areas; the committee has final authority to decide minor issues in scheduling, catalog and course descriptions, credit-hour
evaluations, revision of master syllabus content, application of existing academic policies and educational issues at Adult Higher Education campuses. The committee may initiate, and should facilitate, solutions to pervasive academic problems and resolution of disputes related to academic or pedagogical issues or policies, and the committee should consider and make recommendations as needed or beneficial on any other matters directly related to the quality, content, process or procedures of the College’s undergraduate academic programs. The Vice President for Adult Higher Education, or an appointed Evening Faculty member, and one Adult Higher Education campus director are ex officio voting members. The Director of the Library, a representative from the AHE office on the Columbia campus, the Registrar, and the EVP/DAA are non-voting, ex officio members. Faculty members who represent programs in which accreditation necessitates participation may be elected to the Curriculum and Academic Policies Committee through the regular election process. If such a program remains unrepresented, a non-voting position will be added to the committee.

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; identifies needs, and plans, initiates, develops, and promotes implementation of individual and integrated comprehensive programs supporting professional improvement and development throughout the College; and reviews all professional development proposals, including sabbatical proposals, submitted by faculty to the EVP/DAA 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** is responsible for writing or revising the content of the *Faculty Handbook*, including policies and procedures previously approved by the Faculty Association. The committee initiates, reviews and makes recommendations to the Faculty Association only on proposals concerning changes to the *Constitution of the Faculty Association of Columbia College*, and insures compliance with this document.

3.2.6 The **Grievance and Appeals Committee** hears cases 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 cases in accordance with policies and procedures in the Faculty Handbook. Members of this committee must be tenured.

3.2.7 The **Instructional Facilities, Resources and Support Committee** initiates proposals and reviews and makes recommendations on proposals concerning use of or access to the Math Center, Writing Center, the Technology Services (TS) Center, Computer Labs, Science Laboratories, and any other policies, facilities and personnel and programs that support academic courses and programs at the College, and develops and recommends procedures to facilitate their integration with classroom instruction; initiates proposals and reviews and makes recommendations on proposals concerning the acquisition, maintenance, use of and access to audiovisual equipment and materials, library
resources, and their integration with classroom instruction and with the professional development and instructional improvement efforts of the Faculty; and 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, including the buildings and grounds.

3.2.8 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.

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 EVP/DAA 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
5.1 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 (this definition excludes committees created by the Board of Trustees or the Student Government Association.)

5.2 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.

5.3 General responsibilities of the following Joint Committees are:

5.3.1. The Admissions Review Committee determines if undergraduate day program students who do not meet minimum entrance criteria may be admitted/readmitted to the College. Membership consists of four faculty members (annual appointment by the EVP/DAA), and the Director of Admissions. A representative from the Evaluations Office is an ex-officio non-voting member. The Director of Admissions serves as Chair.
5.3.2. The Campus Hearing Board reviews and recommends action on disciplinary cases, and
reviews and recommends action on grade appeals for undergraduate and graduate
students.

For undergraduate appeals, total membership is determined in the following manner:
1. The EVP/DAA appoints nine faculty members.
2. The Dean for Student Affairs appoints ten students of junior or senior standing
who are in good academic standing.
3. The Dean for Student Affairs and the EVP/DAA jointly appoint six administrative
and/or staff members.

For graduate appeals, total membership is determined in the following manner:
1. The EVP/DAA appoints nine graduate full-time faculty members.
2. The Dean for Student Affairs and/or the Associate Dean for Graduate Studies
appoint ten graduate students who are in good academic standing.
3. The Dean for Student Affairs and/or the Associate Dean for Graduate Studies
appoint six administrative and/or staff members.

For appeals of disciplinary action, the Dean for Student Affairs serves as Chair; for
undergraduate student grade appeals, the EVP/DAA serves as Chair; for graduate
student grade appeals, the Associate Dean for Graduate Studies serves as Chair.

5.3.3. The Campus Sustainability Committee provides sustainable issues and practices in the
college-wide community, and makes recommendations about sustainability issues to
the appropriate body for action. Membership consists of the Executive Director of
Administrative Services, in addition to three full-time faculty, three staff, and three
students who are selected by the EVP/DAA. The committee is co-chaired by Executive
Director of Administrative Services and one faculty member drawn from the
committee, and who is appointed by EVP/DAA. The EVP/DAA is an ex-officio
member.

5.3.4. The Graduate Academic Review Committee (GARC) determines if graduate students
who do not maintain the minimum graduate academic standards may be allowed to
continue at the College. GARC also reviews students who seek re-admittance after
dismissal. Committee membership consists of six full-time faculty members (two from
each division who have an annual appointment by the EVP/DAA), and the Dean of
Graduate Studies. A representative from the Evaluations Office will serve as an ex
officio non-voting member. The Dean of Graduate Studies will serve as Chair.

Section 6.0: Other Committees of the College

6.1 Other committees at the College that include faculty members but do not take part in the formal
faculty-governance structure, are college-wide committees, presidential committees, dean’s
committees, and task forces.

6.2 College wide committees are those whose membership is composed of representatives of all
constituencies of the College: Faculty, administrators, support staff, students, and the Board
of Trustees.

6.3 Presidential committees are those established by the President of the College to serve the President
as an advisory group.
6.4 Dean’s committees are those established by the EVP/DAA to serve as either advisory groups to the EVP/DAA or to recommend actions or to make decisions in special areas in which the EVP/DAA, apart from the committee, makes an independent recommendation or decision. Examples of dean’s committees include the Faculty Social Committee and the Protection of Human Subjects Review Board.

6.5 The President of the College and the EVP/DAA retain the right to appoint Faculty to task forces to address defined issues or accomplish specific tasks. Faculty appointments to task forces do not require approval of the Faculty Association.

6.6 The Tenure, Review and Promotion Board acts on all matters of Faculty tenure, review, and promotion. Policies and procedures regarding the Board are in the Faculty Handbook. Representatives to this committee must be tenured. The non-tenured member elected by tenured and tenure-track members of the Faculty Association must be on a tenure-track contract. Membership consists of six tenured faculty members (on two-year staggered terms) and one non-tenured full-time faculty member (on one-year term) elected by the Faculty Association. If a TRAP Board member is on sabbatical or a leave of absence, then the Faculty Association will vote for a temporary replacement TRAP Board member to serve only until the absentee member has returned or until that member’s elected term of office has expired. If the absentee TRAP Board member is tenured, then the temporary replacement faculty must be tenured and elected by the same division as that of the absentee TRAP Board member. If the absentee TRAP Board is non-tenured, then the temporary replacement full-time faculty will be non-tenured full-time faculty and elected by the Faculty Association.

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, Faculty Trustees and the Parliamentarian of the Faculty Association 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 Parliamentarian and 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.

2.2.2 Run-off elections are held at a May meeting of the Faculty Association.

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 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.

Article VI

Faculty Trustees

Two Faculty Trustees are elected by and from the full members of the Faculty Association for staggered two-year terms.

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 EVP/DAA, 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.

1.4 The amendment that creates the Constitution of the Graduate Council is found in a separate section of Article VII. (See Section 3.0 below).
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 three officers of the Faculty Association, the President of the College and the EVP/DAA or designee resolves any differences between Faculty and others in interpretation of this constitution.

Section 3.0: Graduate Council

3.1 Purpose
The Graduate Council provides a formal, institutionally recognized venue for faculty to express interests, concerns and positions pertaining to graduate issues.

3.1.1 The Graduate Council reviews and makes recommendations to the Faculty Association and the EVP/DAA regarding all policies related to Graduate Faculty, curriculum and changes in academic support resources for graduate programs.

3.1.2 The Graduate Council reviews and evaluates graduate policies, practices, procedures, and programs. It recommends to the Faculty Association the Graduate Academic Calendar and any changes to graduate policies, practices, procedures, and programs.

3.2 Membership
The Graduate Council consists of Graduate Program Coordinators who are appointed by the EVP/DAA. In addition, a full-time graduate faculty from each College department with a graduate program is elected by the Faculty Association to two-year terms, and two full-time faculty from academic departments not offering a graduate program are elected by the Faculty Association to two-year alternating terms. The Department Chair from each College department with a graduate program and the Associate Dean for Graduate Studies are ex officio non-voting members.

3.3 Officers and Elections
3.3.1 The Graduate Council elects from its faculty members a Chair and Vice Chair in April to serve for the following academic year.

3.3.2 The Chair, or, in the absence of the Chair, the Vice Chair, presides over meetings and coordinates meeting times, agendas and minutes with the Associate Dean for Graduate Studies.

3.4 Meetings
3.4.1 The Graduate Council meets monthly with additional meetings as needed.

3.4.2 The President of the College and/or the EVP/DAA or any member of the Council may request in writing to the Graduate Council Chair that a special meeting of the Graduate Council be called.

3.4.3 A quorum is necessary to hold an official meeting of the Graduate Council and consists of 50% of the voting members of the Council.

3.4.4 All voting is done by written or electronic ballot, unless the rule is suspended by unanimous vote. Business items requiring a vote of the Council must have been presented at a previous meeting unless the rule is suspended by unanimous consent.
3.4.5 Minutes of meetings of the Graduate Council are recorded by the Administrative Assistant for Graduate Studies. If the Administrative Assistant for Graduate Studies is absent, the presiding Chair appoints a temporary secretary. Copies of the minutes are sent to Faculty Association members, the EVP/DAA, and the President of the College.

3.4.6 The Associate Dean for Graduate Studies will maintain an archive of the Graduate Council agendas and minutes. All members of the Faculty Association have access to the archive.

3.4.7 Nonmembers of the Graduate Council may be allowed to attend the Graduate Council meetings. The Chair may invite nonmembers as deemed necessary for the proceedings of a specific meeting.

3.5 Role in Governance
The members of the Graduate Council are responsible for making recommendations to the Faculty Association with respect to development, review and application of curricular and academic policies and regulations for the Graduate Program. Following approval by the Faculty Association, recommendations are submitted to the EVP/DAA and the President of the College who then submits recommendations to the Board of Trustees for approval.

3.6 Graduate Faculty
3.6.1 Purpose
The purpose of the Graduate Faculty is to provide advanced theoretical and practical instruction and advisement to post-baccalaureate students.

3.6.2 Membership
Any Faculty Association member who has been approved by the Department Chair and EVP/DAA to teach a graduate course during the current academic year and/or who has taught a graduate course in the previous academic year will be considered as Graduate Faculty.

Article VIII

Ratification

Adoption of this constitution requires approval by a majority vote of full-time faculty members present at a Faculty Association meeting.

Ratification of this constitution as an official document of Columbia College, binding on all parties of the College, occurs with formal approval by the Board of Trustees.
SECTION III: FACULTY RESPONSIBILITIES

A. RESPONSIBILITIES OF ALL FACULTY MEMBERS
   The responsibilities of the Faculty are to teach, to advise, remain current in their fields, grow professionally and engage in service activities.

B. 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. Nurse faculty are contracted for twelve months. 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.

C. 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.

D. 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 EVP/DAA.

E. 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 EVP/DAA.

F. ACADEMIC ADVISING
   The EVP/DAA 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 full-time 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.

G. OFFICE HOUR POLICY
   All full-time Faculty members shall schedule a minimum of five hours per week as student conference time, distributed, if possible, daily and arranged at times convenient to students.

H. REHABILITATION ACT OF 1973/AMERICANS WITH DISABILITIES ACT COMPLIANCE
   All Faculty at Columbia College are required to comply with federal regulations regarding reasonable accommodations for students with disabilities, in accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act as amended (ADAAA, 2008). Specifically, Faculty must comply with requests for accommodations reviewed and approved by the Coordinator for Disability Services. The Faculty member will receive a copy of the Letter of Accommodation from the Coordinator of Disability Services however; accommodations do not go into effect until the student takes the Letter of Accommodation to the Faculty member. The student and the Faculty member should the implementation of the accommodations. A signature is not required however if any important points regarding details of the accommodation should be added to the Letter of Accommodation it benefits both the Faculty and the Student to sign and date the Letter of
Accommodation with the added information. Faculty with questions or concerns about the details of an accommodation should contact the Coordinator of Disability Services. Faculty must treat information regarding a student’s disability and/or requests for accommodation as confidential.

To ensure consistency in following federal guidelines, all requests for accommodations from students with documented disabilities must be reviewed and approved by the Coordinator for Disability Services. Faculty should include the following statement on each course syllabus: *Students with documented disabilities who may need academic adjustments or auxiliary aids or services for this course are required to register with the Coordinator of Disability Services. The Coordinator can be reached at (573) 875-7626 or by email at disabilityservices@ccis.edu.*

Faculty are also required to comply with federal laws prohibiting discrimination on the basis of a student’s disability. Questions regarding types of remarks or behavior that may be considered discriminatory should be directed to the Coordinator of Disability Services or to the EVP/DAA.
SECTION IV: PROFESSIONAL ETHICS

A. ETHICS AND TEACHING
In fulfilling obligations to students, Columbia College Faculty 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 discriminate among students with regard to any legally protected category;
• 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.

B. 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.

C. 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.

D. ETHICS AND HARASSMENT
Faculty of Columbia College must adhere to the Anti-discrimination and Harassment Policy established by the College (Staff Handbook sections 5.40-5.44).

Columbia College is committed to maintaining a work environment that is free from discrimination and harassment in which employees at all levels can devote their full attention and best efforts to the job. Discrimination and harassment, either intentional or unintentional, have no place in the work environment. Columbia College does not authorize and will not tolerate any form of discrimination or
harassment based on the following factors: race, religion, sex, color, nationality, ethnicity, age, disability, sexual orientation, veteran status or any status protected by law.
SECTION V: FACULTY PERSONNEL POLICY

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 EVP/DAA and to the appropriate faculty.

1. Recruitment and Appointment of Full-Time Faculty

When the President, the EVP/DAA 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 EVP/DAA and department chair after full consultation with full-time department faculty so long as the number of such renewable non-tenure-track appointments within the College does not exceed 15% of the total tenured and tenure-track faculty. Full-time Nurse faculty are not included in the 15% cap calculation. 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 EVP/DAA appoints a search committee that includes the department chair and faculty members of the academic discipline in which a vacancy exists. This committee defines criteria for selecting an appointee, designates advertising media, evaluates applicants and recommends a candidate for appointment. Criteria include, but are not limited to, academic preparation, relevant experience, competence in teaching, potential contribution to the College and ability to work with others.

b. Contracts for New Full-Time Faculty Members

The department chair recommends employment of a new faculty member to the EVP/DAA. When the faculty member, the EVP/DAA 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.

The search procedure conforms with Chapter 213, RS Mo 1986, Missouri Fair Employment Practices Act, which prohibits restrictions based upon race, color, religion, national origin, sex, ancestry, age, sexual orientation or disability.

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 except Nurse faculty, who have an initial appointment of twelve months. 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 affirmatively issued and stated therein to provide that it is or has been changed to a tenure-track appointment.
e. Visiting Rank

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 EVP/DAA in consultation with the appropriate full-time faculty in the discipline. All adjunct faculty hold the academic rank of instructor.

Adjunct and visiting 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.

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 EVP/DAA, 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. Faculty members who have master’s or specialist’s degrees that require sixty or more semester hours in their primary teaching fields are also eligible for the rank of assistant professor.

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

Normally reserved for tenured faculty members who have had five or more years of fulltime collegiate teaching experience at the level of associate professor and possess 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. 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 a full time administrative position and resume when position was resigned.

C. EVALUATION OF FACULTY

1. Criteria for Evaluation

   The following criteria relating to teaching, scholarship and professional development, and service to the College and the community are the standards for all full-time faculty evaluation, whether annual review, mid-probationary review, review of non-tenure-track faculty for renewal of contract or consideration for tenure and promotion.

a. Teaching (55%)

   Evaluation shall rest heavily upon demonstrated effective teaching ability in support of the College’s liberal arts mission, including:

   • Support of student personal development, academic learning, and lifelong goals, including:

     o evidence of effective and innovative classroom instruction
     o appropriate levels of academic rigor and expectations
     o providing learning opportunities to effectively supplement classroom instruction
     o mentoring and motivating students to strive for personal excellence
     o willingness to assist students in achieving their goals, including post-graduation goals

     Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, Student Evaluation of Teacher summary, Instructional Evaluation Form (i.e. by EVP/DAA, chair, peer), individual course materials (e.g. syllabi, tests, assignments, handouts), personal communications (e.g. letters, e-mails), grade distributions from Academic Affairs Office, department recommendation to TRAP (as needed).

   • Support of academic programs and their continued improvement, including:

     o development of new courses
     o varied teaching assignments as needed to support departmental or institutional goals
     o curricular development
     o maintaining currency in subject area of expertise
     o recommendations for resource materials and library acquisitions

     Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, development and maintenance of Master Syllabi, department recommendation to TRAP (as needed).

     o Effective course management and design, including:

       o carefully constructed syllabus
       o appropriate and effective use of class time
       o course content adequately reflects the Master Syllabus
       o communication and administration of appropriate and effective
       o evaluation tools
o communication and administration of appropriate student evaluation policies
o timely and competent completion in record-keeping, such as grades, attendance, ordering of textbooks and other materials, reports, etc.

Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, Student Evaluation of Teacher summary, Instructional Evaluation Form (i.e. by EVP/DAA, chair, peer), individual course materials (e.g. syllabi, tests, assignments, handouts), record-keeping information from Academic Affairs (e.g. textbook ordering, grade submissions, attendance, course reports), department recommendation to TRAP (as needed).

b. Scholarship and Professional Development (10-25%)
Faculty members perform not only as members of the Columbia College faculty, but also as members of their profession within their areas of expertise. The criteria used in evaluating scholarship and professional development may include:

• continued study and increasing competence in the area of expertise (e.g. teaching courses which the faculty member has not taught previously, maintaining up-to-date knowledge or skills through informal courses and/or instruction).

• Formal instruction through non-graduate academic and/or professional coursework, seminars, workshops and/or institutes.

• graduate instruction for a terminal degree, including any that may be related to continuing employment and/or promotion in rank at the College.

• pursuit of post-doctoral/terminal degree enhancements and/or certifications related to their area of expertise.

• attendance and/or presentations at conventions and conferences.

• membership in and/or assumption of leadership roles in professional and/or learned societies.

• involvement in research, professional publications, creative works, exhibitions or performances.

• service as a judge or evaluator, editor, reviewer, visiting scholar, consultant and/or authority at another organization.

• recipient of awards, honors and/or grants which are not related to Service to the College.

Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, personal communications (e.g. letters, e-mails), department recommendation to TRAP (as needed).

c. Service to the College and the Community (20-35%)
• Student Academic Advising
All full-time faculty are expected to serve as academic advisors. Faculty must be aware that advising is a major responsibility. The criteria to be used in evaluating effectiveness shall include:
  o accessibility through maintaining daily office hours  o available during advising periods
  o willingness to arrange for other appointments with advisees at mutually agreeable times
  o familiarity with College rules, regulations and requirements for major and degree completion
  o familiarity with contents of advisee folders and with advisees’ individual needs and long-range goals
• Familiarity with College services and transmission of such information to advisees when appropriate
• Ability to provide a constructive advising environment in which the advisee’s best interests are foremost.

Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, personal communications (e.g. letters, e-mails), report from Academic Affairs Office, department recommendation to TRAP (as needed).

• Other Service to the College
All full-time faculty are expected to participate in department and Faculty Association meetings, commencements, Faculty Fall Conference, Honors and Awards Convocation, and committee assignments. Other examples of service may include:

• Evidence of leadership (e.g. officer of the Faculty Association, Chair of committee, Chair of department, Program Coordinator)
• Administrative duties associated with developing, enhancing, and/or support of institutional programs (excludes curricular items listed in Teaching criterion) (e.g. evaluation of potential adjuncts for AHE, development of on-line courses, visiting Nationwide campuses, catalog changes, web sites, college brochures)
• Sponsoring student clubs, activities, honor societies, and/or Prestigious scholarships
• Attendance at extracurricular College events (e.g. student activities, athletic events)
• Cooperating within the College community (e.g. alumni, development, public relations, admissions)
• Seeking, preparing and/or implementing grant proposals, endowments and stipends
• Special assignments

Evidence: Annual Self-Evaluation, Annual Faculty Review by Department Chair, personal communications (e.g. letters, e-mails, reports), report from Academic Affairs Office, department recommendation to TRAP (as needed).

• Service to the Community
Faculty members are encouraged to participate in activities and organizations which promote the welfare of the community beyond the boundaries of Columbia College and serve the College positively in off-campus settings. Examples of service to the community may include:

• Non-paid consulting or other professional services to community organizations
• Volunteer service with local, state, national, or international organizations that are not academic in nature
• Leadership in non-profit organizations
• Presentations to non-professional community organizations

Evidence: Annual Self-Evaluation, personal communications (e.g. letters, e-mails, reports), department recommendation to TRAP (as needed).

2. Annual Review of All Faculty
   a. Purposes of Annual Review
The purposes of the annual review are to identify and consider strengths and weaknesses related to teaching, advising, scholarship and professional development, and service to the College and the community. 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 EVP/DAA and the department chair with the concurrence of the President.
- Merit salary increments for tenured, probationary and renewable non-tenure-track faculty.
- Tenure and promotion consideration.

b. Participants in the Annual Review
Participants include the faculty member being reviewed, departmental faculty, students, advisees, department chairs and the EVP/DAA.

c. Time Frame and Instruments of Evaluation
Evaluation covers activities from January through December of each calendar year, which includes both the spring and fall semesters.

- Self-evaluation forms are issued to faculty members by the end of the fall semester.
- Self-evaluation forms are due in the office of the EVP/DAA by the end of January.
- Forms for department chair evaluation of department faculty members are issued to department chairs by the end of the fall semester.
- Department chair evaluations are due in the office of the EVP/DAA by the end of January. Copies are provided to the evaluated faculty members by the department chair by that same date.
- Class visitation reports of non-tenured tenure-track faculty and renewable non-tenure-track faculty by department chairs during the spring or fall semester are due in the office of the EVP/DAA by the end of January. Class visitations by department chairs for tenured faculty are optional on an as-needed basis.
- Student evaluations of classes 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 relevant department chairs and by the EVP/DAA.
- Advisee evaluations from fall and spring pre-registrations are reviewed by department chairs and by the EVP/DAA as part of the annual review.
- A copy of the evaluation by the EVP/DAA is provided to each faculty member under review by February 15.

3. Mid-Probationary Review of Non-tenured 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).

a. 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, scholarship and professional development, and service to the College and the community 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.

b. Participants in the Mid-Probationary Review
Participants may include the faculty member being reviewed; department chair; students; colleagues; full-time department members; the Tenure, Review and Promotion Board; and the EVP/DAA.

c. Time Frame and Instruments of Evaluation

- By August 15, the Office of Academic Affairs informs faculty due for mid-probationary review of their obligation to prepare their dossier.

- By September 15, faculty members being reviewed complete and submit their dossiers to the Office of Academic Affairs. See section V (E) in the Faculty Handbook.

- By September 15, department review of the faculty member’s dossier begins.

- By October 15, the department completes the review of the faculty dossier including all student evaluations (to be provided by the Office of Academic Affairs), annual reviews, and reports of classroom visitations.

- By October 15, 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 Academic Affairs. This departmental letter is to be signed by all full-time department members.

- By October 15, 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.

- By October 15, a review of the above materials by the Tenure, Review and Promotion Board may begin.

- By November 15, a review of the above materials by the Tenure, Review and Promotion Board is completed. 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 EVP/DAA notifies the candidate of the TRAP Board’s recommendation within one working day after the board concludes its deliberations.

- By December 1, a detailed report for each faculty member reviewed is prepared by the Tenure, Review and Promotion Board to be sent to each faculty member by the EVP/DAA.

- By December 1, a review of all materials by the EVP/DAA is completed, and comments from the EVP/DAA are sent to each faculty member reviewed.

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<th>Date</th>
<th>Action</th>
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<tr>
<td>August 15</td>
<td>Official notification of mid-probationary</td>
<td>Office of Academic Affairs</td>
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<td>review</td>
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<td>September 15</td>
<td>Dossier completed and submitted to Office</td>
<td>Faculty member being reviewed</td>
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<td>September 15</td>
<td>Department review of dossier begins</td>
<td>All full-time faculty in department</td>
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<tr>
<td>October 15</td>
<td>Department review of dossier ends</td>
<td>All full-time faculty in department</td>
</tr>
</tbody>
</table>
4. Evaluation of Faculty on Renewable Non-tenure-track Appointments for Renewal.
A review of non-tenure-track faculty on annual contracts will take place during the second year of employment and every third year thereafter (assuming annual appointment).

   a. Purposes of Non-tenure-track Review
   This review supplements the annual review with a more in-depth consideration of perceived strengths and weaknesses related to teaching, scholarship and professional development, and service to the College and the community. A successful review is necessary but not sufficient to permit renewal of a contract since the renewal of any contract is within the sole discretion of the College, including consideration of institutional need and available funding.

   b. Participants in Non-tenure-track Review
   Participants include the faculty member being reviewed, the department chair, students, full-time department members, and the EVP/DAA.

   c. Time Frame and Instruments of Evaluation
   - By August 15, the Office of Academic Affairs informs faculty members due for review of the obligation to prepare their dossiers.
   - By September 15, faculty members being reviewed complete and submit their dossiers to the Office of Academic Affairs.
   - By September 15, department review of the faculty member’s dossier begins.
   - By October 15, the department completes the review of the faculty member’s dossier, including all student evaluations (to be provided by the Office of Academic Affairs), annual reviews, and reports of classroom visitations.
   - By October 15, a departmental letter stating in detail the perceived strengths and weaknesses of the faculty member according to the criteria above is placed on file in the Office of Academic Affairs. This departmental letter is to be signed by all full-time department members and recommends renewal (including the length of any recommended renewal) or non-renewal.
   - By October 15, 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.

<table>
<thead>
<tr>
<th>October 15</th>
<th>Department letter due to the Office of Academic Affairs</th>
<th>All full-time faculty in department</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 15</td>
<td>Department letter sent to the faculty member</td>
<td>Department Chair and faculty member being reviewed</td>
</tr>
<tr>
<td>October 15</td>
<td>TRAP Board review may begin</td>
<td>TRAP Board</td>
</tr>
<tr>
<td>November 15</td>
<td>TRAP Board deliberations conclude</td>
<td>TRAP Board</td>
</tr>
<tr>
<td>December 1</td>
<td>TRAP Board letter given to reviewed faculty member</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
<tr>
<td>December 1</td>
<td>Comments from EVP/DAA are sent to reviewed faculty member</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
</tbody>
</table>
By December 1, review of all materials by the EVP/DAA is completed and a decision for renewal or non-renewal will be sent to the faculty member.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Participant(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 15</td>
<td>Official notification for review of the obligation</td>
<td>Office of Academic Affairs</td>
</tr>
<tr>
<td>September 15</td>
<td>Dossier completed and submitted to Office of Academic Affairs</td>
<td>Faculty member being reviewed</td>
</tr>
<tr>
<td>September 15</td>
<td>Department review of dossier begins</td>
<td>All full-time faculty in department</td>
</tr>
<tr>
<td>October 15</td>
<td>Department review of dossier ends</td>
<td>All full-time faculty in department</td>
</tr>
<tr>
<td>October 15</td>
<td>Department letter due to the Office of Academic Affairs</td>
<td>All full-time faculty in department</td>
</tr>
<tr>
<td>October 15</td>
<td>Department letter send to the faculty member</td>
<td>Department Chair and faculty member being reviewed</td>
</tr>
<tr>
<td>December 1</td>
<td>EVP/DAA notifies faculty member of renewal or non-renewal</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
</tbody>
</table>

5. Evaluation of Faculty for Tenure and Promotion  
   a. 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 Tenure, Review, and Promotion Board; the EVP/DAA; the President; and the Board of Trustees.  

   b. Time Frame for Review  
      - By November 1, the Office of Academic Affairs notifies faculty members who are eligible to apply for tenure.  
      - By November 1, the Office of Academic Affairs invites faculty members who are eligible to apply for promotion.  
      - By November 7, faculty members applying for tenure and/or promotion notify the Office of Academic Affairs of their intent.  
      - By November 17, the EVP/DAA certifies the eligibility of faculty members, notifies the department chair of each faculty member’s intent and advises faculty members of their responsibility to update their dossiers.  
      - By December 15, faculty members ensure that updated dossiers are available in the Office of Academic Affairs. See Sections V (D) 6, V (E), and V (F) in the Faculty Handbook.  
      - By December 15, the department begins the review of the faculty dossier including all student evaluations (to be provided by the Office of Academic Affairs), annual reviews, and reports of classroom visitations.  
      - By January 31, department recommendation letter for faculty members is on file in the Office of Academic Affairs. This departmental letter is to be signed by all full-time department members.
• By February 15, the Tenure, Review and Promotion Board completes its consideration and votes on faculty members for tenure and those seeking tenure and promotion.

• By February 16, the EVP/DAA notifies faculty members of the Tenure, Review and Promotion Board recommendations for tenure and promotion.

• By February 16, the EVP/DAA notifies faculty members of her/his recommendations for tenure and promotion.

• By March 1, the Tenure, Review, and Promotion Board completes its consideration of faculty members who are only seeking promotion.

• By March 2, the EVP/DAA notifies faculty members who are only seeking promotion of Tenure, Review, and Promotion Board recommendations for promotion.

• By March 2, the EVP/DAA notifies faculty members who are only seeking promotion of her/his recommendations for promotion.

• By March 15, the President of the College notifies faculty members of her/his recommendation and of the recommendations of the Tenure, Review and Promotion Board, and the EVP/DAA.

• After March 15 and before consideration of faculty members by the Educational Policy Committee of the Board of Trustees, faculty members may, if desired, comment in writing to the Board of Trustees on the above recommendations.

• Review of dossiers by the Educational Policy Committee usually occurs prior to the spring meeting of the Board of Trustees.

• Final action by the Board of Trustees usually occurs at the spring meeting.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Participant(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 1</td>
<td>Official notification eligibility to apply for tenure</td>
<td>Office of Academic Affairs</td>
</tr>
<tr>
<td>November 1</td>
<td>Official notification eligibility to apply for promotion</td>
<td>Office of Academic Affairs</td>
</tr>
<tr>
<td>November 7</td>
<td>Notify the Office of Academic Affairs of their intent for tenure and/or promotion</td>
<td>Faculty member being reviewed</td>
</tr>
<tr>
<td>November 17</td>
<td>The Office of Academic Affairs certifies eligibility, notifies department chair, and advises faculty members to update dossiers</td>
<td>Office of Academic Affairs</td>
</tr>
<tr>
<td>December 15</td>
<td>Updated dossier submitted to Office of Academic Affairs</td>
<td>Faculty member being reviewed</td>
</tr>
<tr>
<td>December 15</td>
<td>Department review of dossier begins</td>
<td>All full-time faculty in department</td>
</tr>
<tr>
<td>January 31</td>
<td>Department recommendation letter for candidate on file at Office of Academic Affairs</td>
<td>All full-time faculty in department</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Responsible Party</td>
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</tr>
<tr>
<td>February 15</td>
<td>TRAP Board completes deliberations for those seeking tenure or tenure and promotion</td>
<td>TRAP Board</td>
</tr>
<tr>
<td>February 16</td>
<td>EVP/DAA notifies faculty members of TRAP Board recommendations for tenure and promotion</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
<tr>
<td>February 16</td>
<td>EVP/DAA notifies faculty members of his/her recommendations for tenure and promotion</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
<tr>
<td>March 1</td>
<td>TRAP Board promotion deliberations concluded</td>
<td>TRAP Board</td>
</tr>
<tr>
<td>March 2</td>
<td>EVP/DAA notifies faculty members of TRAP Board recommendations for promotion</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
<tr>
<td>March 2</td>
<td>EVP/DAA notifies faculty members of his/her recommendations for promotion</td>
<td>EVP/DAA and faculty member being reviewed</td>
</tr>
<tr>
<td>March 15</td>
<td>President notifies faculty members of his/her recommendations</td>
<td>President and faculty member being reviewed</td>
</tr>
<tr>
<td>After March 15</td>
<td>Faculty members may comment in writing to the Board of Trustees regarding recommendations</td>
<td>Board of Directors and faculty member being reviewed</td>
</tr>
<tr>
<td>Prior to the Board of Trustees spring meeting</td>
<td>Educational Policy Committee review faculty members dossiers</td>
<td>Educational Policy Committee</td>
</tr>
<tr>
<td>Board of Trustees spring meeting</td>
<td>Final action by the Board of Trustees usually occurs</td>
<td>Board of Trustees</td>
</tr>
</tbody>
</table>

c. The procedures for advancement to tenure are the same as those for promotion in rank. (Sections V (D) 6, V (E), V (F))

**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. Only through service at Columbia College may a faculty member earn tenure at Columbia College.

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 or loss of respect. If there is a decision not to renew the appointment, the EVP/DAA will advise the faculty member of the reason that contributed to that decision.

   In no case is a faculty member terminated or the appointment not renewed solely because of gender, age, creed, national origin, ethnicity, disability, marital status, sexual orientation or political convictions.
a. 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 EVP/DAA 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 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 EVP/DAA in consultation with the department chair, previous continuous service at Columbia College of part-time faculty members who become full-time 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 non-tenure-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 EVP/DAA 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 EVP/DAA 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, without loss of respect. 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.

a. 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 six-or four-year period defined in section V.D.2;
• have a terminal degree;
• have demonstrated excellence in teaching and advising, scholarly and professional activities, and service.

b. 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 EVP/DAA.

c. Procedures for Advancement to Tenure
Procedures for advancement to tenure are the same as those for promotion in rank; see section V.E.2.

E. PROMOTION IN ACADEMIC RANK

Promotions in rank are based on teaching experience and demonstrated achievement in the areas of teaching, service, scholarship/professional activity, and degree. 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. (Educational Policy Committee, 16 November 1973.)

By the authority of the Board of Trustees, the President may grant promotion in rank upon the recommendation of the faculty and the EVP/DAA. 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 to assistant professor but are not eligible for promotion to any higher rank because they are not eligible for tenure.

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 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 stated in V.C.1.

3. Specific Criteria for Promotion to Associate Professor
   • a doctoral degree* from an accredited institution of higher learning
   • tenure
   • a minimum of four years of experience as an Assistant Professor at Columbia College
   • evidence of superior effectiveness in the criteria for evaluation of faculty stated in V.C.1.

4. Specific Criteria for Promotion to Professor
   • a doctoral degree* from an accredited institution of higher learning
   • tenure
• a minimum of five years of experience as an Associate Professor at Columbia College

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 Tenure, Review and Promotion Board; the EVP/DAA; the President; and the Educational Policy 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
   a. By 1 November the EVP/DAA 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 EVP/DAA in writing by November 7 of their desire to be considered for promotion or tenure.
   b. The EVP/DAA will certify eligibility and notify all applicants and the appropriate department chairs within ten calendar days. The EVP/DAA also, at this time, will advise the candidates of the responsibility to update their files.
   c. Candidates must complete the process of updating their files by December 15.
   d. 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 or MFA terminal degree (promotion from instructor to assistant professor may be an exception to these criteria in regard to having the doctoral or MFA terminal degree).

2. Review of Candidates for Promotion by 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
   a. review fully all materials pertinent to the candidacy, including student evaluations 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 for Academic Affairs is responsible for providing a copy of these evaluations to the candidate for inclusion in his or her dossier).
   b. participate in the formulation of the majority and minority (if any) portions of the department recommendation.
   c. review and sign the department letter when it is composed to the satisfaction of the members.

In providing this recommendation, the Department Chair shall
a. 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.

b. 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]).

c. 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.

d. 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.

e. 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 both majority and minority opinions (if any), and shall be reviewed and signed upon completion.

f. inform the candidate of the department recommendation and make available to the candidate the full contents of the written recommendation.

g. 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.

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 Tenure, Review, and Promotion Board

a. By the first week in February, the Board shall begin its review of all materials. This shall include the personnel file, the department recommendation, the *curriculum vita* and supporting material prepared by the candidate, and all student evaluations 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.

b. Candidates for tenure shall be considered before those for promotion, and the Board shall complete tenure considerations by February 15 and promotion considerations by March 1.

c. 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 EVP/DAA 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 February 16, and all candidates for promotion are notified in writing on or before March 2.

d. 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 (V.N.1.b).

4. Review of Candidates for Promotion by the President

a. 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 Tenure, Review and Promotion Board, and from the EVP/DAA. The vote count of the Tenure, Review and Promotion Board shall be available to the President and the Board of Trustees only.

b. The President shall make a separate recommendation for each candidate and shall include the rationale upon which that recommendation has been made.

c. The President shall advise the candidates of the recommendations and rationales of the Tenure, Review and Promotion Board (vote count not included), of the EVP/DAA, and of his/her recommendation and rationale no later than March 15.

d. The President shall provide an opportunity prior to consideration of the candidacy by the Educational Policy Committee of the Board of Trustees for the candidate to reply in writing to the recommendations of the Tenure, Review and Promotion Board, the EVP/DAA and the President. This reply shall be addressed to the President for communication to the Board.

e. The candidacy shall be considered and acted upon by the Educational Policy Committee and the Board according to the most recent procedural guidelines adopted by the Board of Trustees.

5. Review by the Educational Policy 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:

a. The full personnel file on each candidate.
b. 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.

c. A statement of the rationale on which the Tenure, Review and Promotion Board based its recommendation for each candidate.

d. A separate recommendation for each candidate from the President.

6. 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. 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 EVP/DAA 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.

H. 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 EVP/DAA forwards it with his or her own recommendation to the President and the Board of Trustees for final action.

I. SEVERANCE

1. Resignation

Resigning full-time faculty members must submit written resignations to the EVP/DAA no later than fifteen calendar days following the receipt of employment agreements for the next academic year.

2. Retirement

Retiring full-time faculty members inform the EVP/DAA of the planned date of retirement at least one semester in advance. The EVP/DAA informs appropriate faculty of the anticipated retirement and eligibility for emeritus consideration.

3. Phased Retirement

Tenured faculty with at least 12 years of full-time service at Columbia College who have attained age 62 may apply for phased retirement. Phased retirement will consist of 50% work load and 50% salary. An application for phased retirement should be sent to the department chair and the EVP/DAA; it 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, and the EVP/DAA. If the EVP/DAA approves a phased retirement arrangement, the application will then be sent to the President who will present it to the Board of Trustees at his/her discretion.

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 EVP/DAA.

**J. DISCIPLINE AND DISMISSAL**

1. Disciplinary Actions
   In the event that a faculty member is to be formally disciplined, the following types of action apply.
   a. **Reprimand**: a written communication to the faculty member.
   b. **Suspension**: temporary removal of the faculty member from contractual responsibilities.

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 reprimand or suspension 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. sexual harassment or racial, gender, disability or other discriminatory practices.

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 as American citizens.

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.

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;
- sexual harassment or racial, gender or other discriminatory practices. Whenever a pattern of behavior constitutes such practices, a written warning and reasonable opportunity to correct the behavior must be given;
- 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 as American citizens.
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 Educational Policy 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 Educational Policy 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 Educational Policy 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 a 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 Educational Policy Committee.** 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 Educational Policy Committee.
After the chairperson of the Educational Policy Committee has received a written appeal, the Educational Policy Committee

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

**Within Twenty-five Working Days** – shall render in writing the Educational Policy Committee’s recommendation.

The President or the faculty member

**Within Thirty Working Days** – following receipt of the recommendation by the Educational Policy 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.

**K. 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.

L. APPEAL OF TENURE OR APPOINTMENT DECISIONS

Appeals and grievances may address problems related to professional misunderstandings, disputes, and complaints.

1. Stipulations
   The procedures for promotion and tenure action involve sequential recommendations from the appropriate department, the TRAP Board, the EVP/DAA, and the President. A faculty member informed by the EVP/DAA of the TRAP Board’s unfavorable decision regarding promotion or tenure is given, upon request, a statement of the reason or reasons for the decision. If the faculty member requests, the reasons given in explanation of the unfavorable decision regarding promotion or tenure are confirmed in writing by the TRAP Board.

   The Grievance and Appeals Committee of the Faculty Association may not substitute its judgment on the merits for that of the TRAP Board. Decisions of the Board of Trustees in promotion and tenure matters are final.

2. Allegations of Violation of Academic Freedom or Discrimination
   A nontenured faculty member who alleges that nonreappointment is based significantly on considerations violative of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, national origin, age, ancestry, non-job-related handicap, marital status, sexual orientation or political convictions may request that the allegations be given preliminary consideration by the Tenure, Review and Promotion Board. The TRAP Board decides whether the evidence submitted in support of the petition warrants a formal proceeding. The burden of proof rests with the faculty member.

3. Allegations of Inadequate Consideration
   A nontenured faculty member who alleges that nonreappointment is based upon inadequate consideration may request of the EVP/DAA and the President reconsideration of the decision. The faculty member, upon request, is given in writing the reasons for the non-reappointment. If matters remain unresolved, the faculty member may begin formal proceedings with the Grievance and Appeals Committee of the Faculty Association. The Grievance and Appeals Committee may not substitute its judgment on the merits for that of the EVP/DAA or the President but it may request reconsideration of the case by the EVP/DAA and the President. The decision of the EVP/DAA and the President, acting by the authority of the Board of Trustees, is final.

M. GRIEVANCES

1. Grounds
   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 Grievance and Appeals Committee of the Faculty Association. Non-renewal of renewable non-tenure-track appointments is not grounds for a grievance since renewal of any non-tenure-track contract is within the sole discretion of the College.

2. Difference between Grievances and Disagreements with Policy
   Grievances are appropriate when a question exists regarding interpretation or application of policy, not when the issue is the policy itself.
N. 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. 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 EVP/DAA, and
      the President. When the faculty member involved is informed by the EVP/DAA 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
      EVP/DAA, a reconsideration by the TRAP Board. If request is not received by the office of
      the EVP/DAA 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 EVP/DAA 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
      EVP/DAA 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 EVP/DAA 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 EVP/DAA, 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 EVP/DAA’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 EVP/DAA 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 EVP/DAA’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 by the TRAP Board 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 EVP/DAA’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 EVP/DAA. The President shall advise the candidate of all recommendations and rationales of the TRAP Board (vote count not included), of the EVP/DAA, 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.

c. **Timeline for Appeal of Unfavorable Recommendations Regarding Applications for Promotion and Tenure.** If a faculty member receives an unfavorable decision by the TRAP Board regarding promotion and/or tenure, he or she

**Within Five Working Days** – may submit a request to the office of the EVP/DAA for reconsideration by the TRAP Board.

**Within Ten Working Days** – may submit additional supportive materials and, if desired, a request to the office of the EVP/DAA to appear before the TRAP Board. If no request is received from the faculty member, recommendations of the TRAP Board and the EVP/DAA are sent to the office of the President for his decision within five working days.

**Within Twenty Working Days** – shall receive the result of the TRAP Board’s reconsideration of its initial unfavorable decision.

**Within Twenty-five Working Days** – may send a request to the office of the EVP/DAA for a review of the TRAP Board’s initial decision by the Faculty Grievance and Appeals Committee. If no request is received from the faculty member, initial and reconsidered recommendations of the TRAP Board, and the reconsidered EVP/DAA’s separate recommendation, are sent to the office of the President for his decision within five working days.

**Within Thirty Working Days** – shall receive the Faculty Grievance and Appeals Committee’s recommendation, which is also sent to the TRAP Board and the EVP/DAA.

**Within Thirty-five Working Days** – shall await the President’s decision if the Faculty Grievance and Appeals Committee’s recommendation states that adequate attention to relevant standards of the College was given by the TRAP Board.

**Within Forty Working Days** – shall receive the result of the second reconsideration by the TRAP Board if the Faculty Grievance and Appeals Committee’s recommendation states that adequate attention to relevant standards of the College was not given by the TRAP Board. Initial recommendation and first and second reconsideration results by the TRAP Board, and the EVP/DAA’s separate recommendation, are also submitted to the office of the President at this time.
Within **Forty-five Working Days** – shall be advised of the recommendations of the President, the TRAP Board, and the EVP/DAA.

Within **Forty-eight 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.

d. Appeal of Decisions not to Renew Annual Contracts of Non-tenured Full-time Faculty.

- **Violation of Academic Freedom or Discrimination Allegations.** A non-tenured faculty member who alleges that his or her non-reappointment is based significantly on considerations violative of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, national origin, age, ancestry, disability, or sexual orientation 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 non-reappointment constitutes on its face a violation of academic freedom or of governing policies related to discrimination, 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 V 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.

- **Inadequate Consideration Allegations.** After a non-tenured faculty member who alleges his or her non-reappointment is based upon inadequate consideration has been informed, upon request, of the decision not to renew his or her appointment, he or she may request of the EVP/DAA and the President a reconsideration of this decision. The faculty member, upon request, shall be given the reasons for the non-reappointment in writing. The faculty member, after being informed of an unfavorable result of the reconsideration by the EVP/DAA and the President of the decision against renewal, and if he or she continues to allege this decision is based on inadequate consideration, may request, in writing and addressed to the EVP/DAA, that the decision not to renew his or her appointment be reviewed by the Faculty Grievance and Appeals Committee.

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 EVP/DAA 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
EVP/DAA and the President of the decision not to re-appoint, 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 EVP/DAA, and the President.

After reconsideration, for the second time, of the decision not to renew the appointment, the faculty member shall be informed by the EVP/DAA and the President, acting by the authority of the Board of Trustees, of the result, which is final.

e. Dismissal of a Tenured Faculty Member and Dismissal of a Faculty Member Prior to Expiration of a Term Appointment. Termination or dismissal of a tenured faculty member results only from demonstrably relevant changes in, or discontinuance of, an educational major or area of instruction, department or program, or demonstrable financial exigency or demonstrable cause. Procedures set forth in Section V.J.5.e. cover such dismissals. These procedures are also relevant to termination of a probationary appointment or special appointment before the end of a specified term.

f. 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 EVP/DAA or the Vice President for the Division of Adult Higher Education.

g. 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.

h. 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.

i. 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.

O. PERSONNEL RECORDS

1. Pre-Employment File
   A pre-employment file is established for every person who completes the application procedure for a full-time or adjunct faculty position at Columbia College. This file includes the candidate’s curriculum vita or résumé, postsecondary transcripts, names of references and results of background check.

   An applicant’s pre-employment file becomes the basis for his or her official personnel file. In the case of nonappointment, the pre-employment file is retained for two years or a period in accordance with government regulations, whichever is longer.

   Pre-employment files for applicants for faculty positions at the campus in Columbia are maintained by the Academic Affairs Office until employment, at which time the pre-employment file becomes part of the permanent file; pre-employment files for faculty positions in the Adult Higher Education Division (AHE) are maintained in the AHE office.

2. Official Personnel File
   The Academic Affairs Office is charged with the responsibility of maintaining accurate College records on all full-time and adjunct faculty. Originals of documents substantiating required information are maintained in the personnel files. An official personnel file is maintained by the Academic Affairs Office for each full-time faculty member and is the source of formal documentation of the faculty member’s professional background and current status with the College.

3. Confidentiality of Personnel Files
   Under no circumstance may an official personnel file or confidential information on a full-time faculty member leave the Academic Affairs Office unless issued to the President or accompanied
by the EVP/DAA or Director of Human Resources or designee, or authorized in writing by the EVP/DAA. Original files may be examined only by the President or in the presence of the EVP/DAA, the Director, or a designee.

The official personnel file is confidential and may be viewed only by the employee; his or her Administrative Council supervisor; department chair; the director of the AHE campus of employment; members of the Tenure, Review and Promotion Board when evaluating the faculty member for promotion or tenure; the President; members of the Board of Trustees; and members of official accrediting teams.

Materials are viewed on a need-to-know basis only.

4. **Adjunct Personnel Files**
   Official personnel files for adjunct faculty at the campus in Columbia are maintained in the Office for Academic Affairs. Official personnel files for adjunct faculty at AHE campuses are maintained by the AHE Office.

5. **Updating Personnel Files**
   Employees are responsible for submitting information for inclusion in their files to keep their records current.
SECTION VI: COMPENSATION AND BENEFITS

A. FACULTY COMPENSATION

Salaries and fringe benefits constitute the method of compensation.

1. Full-Time Faculty
   Initial salaries are determined by academic preparation, degrees held, previous teaching and discipline-related work experience. Thereafter, salaries are based on individual merit. Merit compensation is determined by the President and the EVP/DAA and approved by the Board of Trustees after intensive review of self-evaluations, evaluations by department chairs and student evaluations. Teaching effectiveness, advising, scholarship and professional development, degrees earned, and service to the College and the community are the main criteria evaluated when determining merit compensation. Specific forms for conducting evaluations are reviewed by the Welfare and Personnel Policies Committee of the Faculty Association and approved by the Faculty Association.

2. 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.

3. Adjunct Faculty
   Salaries are determined by a set scale.

4. 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. RETIREMENT PLAN

The College’s retirement plan (Plan) is a defined contribution tax-deferred annuity plan, set up under Internal Revenue Service Code 403(b), with its plan year beginning on July 1 each year and ending on June 30. It is mandatory both as a condition of employment and as required by the agreement by the Plan that all eligible employees must participate in the Plan. Employees who began employment at the College on June 20, 2000, or before are fully vested in the plan upon entrance. Employees who began employment at the College on July 1, 2000 or after vest 20% in their account during the first year in the plan, and an additional 20% in each year of eligible service thereafter. Employees hired after July 1, 2000 are fully vested in the retirement plan after six full years of continuous employment.

1. Eligibility
   Employees must fulfill all the following eligibility requirements of the Adoption Agreement for the College’s retirement plan:
   a. complete one year of service;
   b. be 21 years of age; and
   c. work at least 1,000 hours* or more per plan year, regardless of full- or part-time status.

   * This does not apply to adjunct/part-time faculty of the College.

2. Entry Date into Retirement Plan
After the eligibility requirements are met, employees who began employment with the College on or before June 30, 2000, are eligible to enroll in the plan on the first day of the month following their one-year anniversary hire date. Employees starting on or after July 1, 2000, may enter the plan on the first entrance date following their one year anniversary of eligible service. Plan entrance dates are January 1, April 1, July 1, and October 1, of each year.

3. College Contribution
   At the discretion of the Trustees, the College may contribute a certain percentage of annual eligible wages to the individual’s retirement plan. This amount is determined annually by the Board of Trustees and is announced at the beginning of each plan year on July 1.

4. Employee Elective Contribution
   Employees are not required to contribute to the retirement plan. However, they may elect to contribute up to a certain maximum percentage of their annual wages, excluding the College’s contribution, toward their retirement. The maximum percentage of employee-elected contribution is controlled by IRS regulations. Contact the Human Resources Office for further details.

Optional Deductions: Employees may also contribute to other College-sanctioned, tax-deferred annuities by salary-reduction agreement. This option is available from the beginning date of employment. Further information is available from the Human Resources Office.

5. Retirement Questions
   All questions regarding the retirement plan should be directed to the Human Resources Office or to the College’s local retirement plan representative after enrollment. After an employee is enrolled in the retirement plan, he/she will be furnished with a summary plan description booklet which has complete details of the plan. Also, the College will conduct open pre-enrollment sessions at appropriate times throughout the year.

6. Employee Termination or Retirement
   When employees terminate or retire from the College, they must contact the Human Resources Office to complete appropriate forms for disposition of funds contributed on their behalf by the College, as well as their own elective contributions. Departing employees who are not fully vested (i.e., before having waited six years, at which time he or she becomes 100% vested) forfeit a percentage of funds contributed by the College, but are entitled to keep their elective contributions.

C. INSURANCE BENEFITS

1. Scope
   Columbia College provides employer-paid group insurance for all eligible full-time faculty members. Included are life insurance, unemployment and worker’s compensation insurance, and long-term disability insurance. Eligible faculty can also elect health and dental insurance. Each faculty member receives materials explaining coverage and benefits in detail, including a certificate of insurance.

The health coverage portion of the policy provides for basic hospital, surgical, and major-medical benefits and is available at a cost to the faculty. Dental coverage is available to eligible faculty members at a reduced cost. The life insurance portion of the policy provides for life-insurance coverage equal to two times their annual salary with an added provision for accidental death and dismemberment (ADD). This provision covers loss of limbs and other physical losses and also provides for double the amount of life insurance in case of accidental death. The ADD benefit terminates upon retirement or upon the employee’s resignation or termination. A separate group policy provides for long-term disability coverage.
2. Eligibility
   All full-time faculty are eligible for insurance coverage. Eligibility for all coverage begins on the effective date of the employee’s contract, except for the long-term disability provision, which begins six months after the effective date of contract.

3. Spouse and Dependent Coverage
   Spouses and eligible dependents of faculty members may enroll in the health, life or dental insurance plans at a cost to the employee. Employee, spouse and dependent coverage must be obtained within the first 30 days of employment.

4. Medicare Coverage
   A faculty member reaching age 65 and becoming eligible for Medicare coverage is covered by the College group plan as the primary carrier and by Medicare as secondary carrier.

D. TYPES OF INSURANCE
1. Health Insurance
   Group health insurance is available to full-time faculty members effective the first day of employment at a minimal cost to the employee. Coverage for spouses and/or dependents is available at a cost to the employee. Dependent and/or spouse coverage must be obtained within the first 30 days of employment. Employees should request a conference with or contact Human Resources for a complete explanation of health insurance benefits.

2. Dental Insurance
   Group dental insurance is available for full-time faculty members effective on the day the employee signs the enrollment form. This insurance is provided at a minimal cost to the employee. Coverage for spouses and/or dependents is available at a cost to the employee.

3. Vision Insurance
   Vision insurance is available for full-time faculty members, spouses and/or dependents effective on the first day of employment. Faculty are responsible for the cost and there is a two year commitment following enrollment in the plan.

4. Life Insurance
   Eligible faculty members receive group life insurance coverage in the amount equal to two times their annual salary effective the first day of employment. This insurance is provided at no cost to the employee. In addition, employees can purchase voluntary life insurance.

   For any faculty member employed a minimum of 15 years with the College and retired to non-working status at the age of 62 or older, the College continues to maintain the life insurance until the death of that retired faculty member.

5. Accidental Death and Dismemberment
   Coverage is provided as part of the College’s group life insurance plan and is equal to two times the annual salary effective the first day of employment. This insurance is provided at no cost to the employee.

6. Long-Term Disability
   The College’s group plan for long-term insures an employee sixty percent (60%) of salary if totally disabled and unable to work. Compensation begins ninety days after the disability has occurred.
7. **Section 125 Cafeteria Plan**
   Full-time faculty members are eligible to participate in the Section 125 Cafeteria Plan after 90 days of employment. This plan allows participants the opportunity to reduce their taxable earnings, thus saving federal and state income and social security taxes on the deferred amount. The plan offers three new accounts from which to participate: dependent care assistance, health insurance, and medical reimbursement.

8. **Special Provisions**
   Special provisions, exceptions, inclusions, and terminations are explained in the insurance handbooks.

9. **Compensation Resulting from Federal and State Legislation**
   All faculty members are covered by Social Security, unemployment benefits, and workers’ compensation, as required by law. Further details can be obtained from the Payroll Office.

10. **Termination of Benefits**
    All insurance coverage ends on the employee’s termination date under the College’s group plan. In the event a faculty member resigns after returning a signed contract for the upcoming academic year, benefits will be terminated on the date the College is notified of the resignation. The faculty member will then be responsible for reimbursing the College for insurance premiums paid after the close of the previous year’s contract. Details are available in the Payroll Office. Under COBRA (Consolidated Omnibus Budget Reconciliation Act) Law, a terminating employee may continue his/her group health, dental and/or vision coverage up to a certain maximum time allowable at his/her own expense. Life insurance coverage may be extended via a private conversion privilege allowed under the College’s group plan at the terminating employee’s own expense.

**E. LEAVES OF ABSENCE**

1. **Leave with Pay**
   The College permits absence from the classroom and other responsibilities without loss of compensation in certain particular kinds of circumstances and for limited periods of time. The College honors applicable provisions of federal and state law relating to leaves.

   a. **Sick Leave**
      Faculty members accrue sick leave at the rate of ten days per nine-month contractual period, the cumulative total not to exceed ninety days. Upon termination of employment, unused and accrued sick leave is not counted for pay purposes. Sick leave in excess of this duration is without pay and must be approved by the President. Sick leave may be used for absences due to illness or dental or medical appointments. Sick leave is normally authorized for the personal illness, injury, dental or medical appointments of the employee, but the same can also be authorized for the employee’s family or household if the employee is the individual primarily relied upon to render care to the child, elder, spouse or other member of his/her family or household.

   b. **Emergency Leave**
      Emergency leave applies only in cases of serious illness or death in the immediate family or other comparable emergencies. Emergency leave may not exceed five working days per academic year unless unusual circumstances prevail. Emergency leave in excess of this duration is without pay. Emergency leave of five or fewer days is approved by the EVP/DAA, who immediately notifies the President of this action; emergency leave beyond five days is approved by the President.

   c. **Court Duty**
Leave with pay may be taken for jury duty, duty as witness or other court obligations.

d. Military Reserve or National Guard Duty
Faculty who are members of the National Guard or armed forces reserves do not suffer a loss of income when called to active training (the College makes up the difference if military pay is not equal to the faculty member’s regular pay; however, individuals may not receive the total amount of their College pay and military pay). Faculty are encouraged to arrange their military service for the time when they are not under obligation to the College.

e. Holidays and Class Breaks
Faculty are entitled to those holidays on which the College is closed and those days between semesters when no classes are held. Faculty responsible for instructional or administrative activities during recess must meet their obligations.

f. Leave to Attend Professional Conferences and Meetings
The College grants leave without loss of salary to faculty to attend state, national, or international meetings as long as such absence does not disrupt the educational process. Approval for such absence is obtained from the immediate supervisor.

Faculty members attending such meetings may apply to the Elections and Professional Development Committee for reimbursement for expenses incurred. Such requests are honored in whole or in part, when possible.

g. Other Leave
Faculty may be granted leave with pay by the President for other circumstances deemed appropriate by the President.

2. Leave without Pay
Leave without pay is granted by the President to a faculty member for good cause, upon the recommendation of the department chair and EVP/DAA. Normally, application for such leave is made prior to the beginning of the preceding semester. The maximum period of continuous leave without pay is one year unless special permission for an extension is granted by the President. A faculty member who does not return to the College following such a leave is terminated. Sick leave does not accumulate during periods of leave without pay, but prior accumulated totals are not forfeited. Leave without pay has no effect on tenure status, time in rank, or consideration for sabbatical leave, but no additional time accumulates during leave. In order to retain College benefits while on leave without pay, the faculty member must make arrangements with the Payroll Office to pay the cost of said benefits for the period of leave. The College honors applicable provisions of federal and state law relating to leaves without pay.

Leave without pay is appropriate in the following cases:

a. Service in the Armed Forces
The College honors applicable provisions of federal and state law identifying and protecting employee privileges, benefits and rights when an employee is involuntarily inducted to serve in any branch of the armed forces. A faculty member involuntarily called into military service is entitled to reinstatement in a comparable full-time position upon release from military obligation if the faculty member makes application for such reinstatement within 90 days after being released from service in the armed forces.

b. Absence in the Interest of the College
Faculty may participate in advanced academic training, research or other experiences that increase professional competence or promote the interests of the College.
c. Personal Leave
Faculty may be granted leave for reasons beyond sick leave with pay or other leave with pay such as personal business or emergency leave.

d. Disability or Extended Leave
Faculty may be granted leave for illness or injury beyond the paid leave period. The duration of this type of leave without pay may not exceed 180 days, including both the paid and unpaid leave periods, but in extenuating circumstances the President may extend such period to a total of 365 days.

e. Family and Medical Leave Act (FMLA) of 1993
Columbia College complies with the federal Family and Medical Leave Act (FMLA) enacted into law on February 5, 1993, and as amended by the National Defense Authorization Act of 2008. In general, the FMLA entitles qualified employees to take up to twelve (12) weeks of unpaid leave during the applicable Twelve-month period for the birth or adoption of a child, to care for a spouse or an immediate family member with a serious health condition, for the employee’s own serious health condition, or for a “qualified exigency” that results from a family member’s active military duty or call to active military duty; and up to twenty-six (26) weeks of unpaid leave during the applicable twelve-month period for the care of a covered service member injured in the line of active military service.

Additional information can be found in the on page 36 of the Columbia College Staff Handbook (http://web.ccis.edu/~media/Files/HumanResources/Handbook/staffhandbook.pdf)

f. Other Leave
Faculty may be granted leave by the President for other circumstances deemed appropriate by the President.

3. Sabbatical Leave
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. 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 regain a part of its investment.

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

a. 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.

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

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

d. Procedures for Obtaining a Sabbatical Leave
   • Faculty members desiring to be considered for sabbatical leaves for the following contract year notify the EVP/DAA in writing by September 1.
   • The EVP/DAA verifies and reports the eligibility of applicants and reports to the applicants and their department chairs in writing by September 15.
   • Qualified applicants present sabbatical proposals and a completed “Request for Sabbatical Leave” form to their department chairs by October 1. The proposal includes 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, forward the sabbatical proposal along with the department chair’s written recommendation to the EVP/DAA by October 15. 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.
   • The EVP/DAA verifies that all required elements are present and forwards the proposal and the department chair’s recommendation to the Elections and Professional Development Committee of the Faculty Association by October 25.
   • The Elections and Professional Development Committee reviews the proposal and the department chair’s recommendation and reports the committee’s recommendation to the EVP/DAA no later than November 15. The entire proposal package, including the recommendation of the EVP/DAA, is available 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 is stated in writing to the EVP/DAA and to the applicant by December 1.
   • If the President rejects the proposal, an appeal in writing to the Educational Policy Committee of the Board of Trustees may be made before the winter meeting. The Educational Policy Committee presents its recommendation to the Board of Trustees at the winter meeting, and the decision of the Board is final.

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

f. 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.

g. Number of Sabbaticals
No more than ten percent of the members of the faculty may be on sabbatical leave during the same semester, and no more than one faculty member from each department may be on sabbatical leave at the same time.

h. 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 cost of fringe 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.

i. 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 EVP/DAA and to the President and become part of the faculty members’ permanent files.

j. Compliance with Specifications
Failure of a faculty member to follow specified procedures and written deadlines for submitting sabbatical requests may constitute grounds for denial of sabbatical leave.

k. 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.

F. ADDITIONAL INFORMATION

1. Employee Educational Grant (EEG).
As part of its mission, Columbia College strives to broaden educational opportunities. The Employee Educational Grant (EEG) program is offered by the College to its full-time employees and adjunct faculty that allows them, their spouses, and their single under the age of 25 (prior to the start of the term) children to enroll in Columbia College courses without tuition charge or at reduced cost. Designated employees are allowed the opportunity to fulfill educational goals by enrolling in courses in order to enhance job skills and work performance, or to complete a college degree.

Effective January 1, 2007, full-time employees and adjuncts may access undergraduate online courses at a rate of 25% of tuition. Columbia College pays 75% and a payment plan is required. This benefit does not extend to dependents or spouses of full-time employees.

a. Employees.
   Full-time Employees.
After completion of six months of continuous employment with Columbia College, full-time permanent employees of Columbia College, unless in default of a Stafford, Supplemental Student, Parent, or Perkins loan, or on academic probation, are eligible for an EEG of up to 15.0 semester hours per semester, or 6 hours per session. This grant allows current employees to enroll in in-seat classes at Columbia College without tuition charge. Employees pay 25% of tuition for online classes and a payment plan is required. All other educational expenses except tuition are borne by the employee (e.g., expenses for books, lab fees, application fee). Employees and/or their dependents residing on campus pay regular rates for room, board, and other services. Full-time employees at AHE campuses may attend classes under EEG at any location of Columbia College. The grant value will be determined by the tuition charged at specific campuses.

Adjunct Faculty.
All adjunct faculty of Columbia College, their spouses and children, unless in default of a Stafford, Supplemental Student, Parent, or Perkins loan, or on academic probation, are eligible for an EEG equal to the number of course semester hours they are currently teaching. Adjunct faculty are eligible to apply for an EEG following three sessions of teaching. Classes may be taken during the same semester/session in which the adjunct is teaching or one course may be reserved to be taken during the same fiscal year in a session when not teaching. The grant allows the employee to enroll in undergraduate classes at Columbia College without tuition charge. Adjunct faculty may attend classes under the EEG at any Columbia College location. The grant value will be determined by the tuition charged at specific campuses. Adjunct faculty pay 25% of tuition for online classes and a payment plan is required.

Part-time Employees.
Part-time administrative or support staff, their spouses and children, are not eligible for EEG.

b. Spouses and Children.

Full-time Employees.
After completion of six months of continuous employment with Columbia College, a current full-time employee’s spouse and single children under the age of 25 (prior to the start of a term), unless in default on a Stafford, Supplemental Student, Parent, or Perkins loan, or on academic probation, are eligible to enroll in in-seat classes at Columbia College for up to eighteen hours per semester or six hours per session, without tuition charge. All other educational expenses except tuition are borne by the student (e.g., expenses for books, lab fees, application fee). Grantees are subject to the housing requirement and individuals residing on campus pay regular rates for room, board, and other services. Spouses and children of full-time employees at AHE campuses may attend classes under EEG at any location of Columbia College.

Determination of the status “child” for the purposes of EEG is made by the Human Resources Office based on the following three criteria:

- The person is under 25 years of age, prior to the start of the term, in which enrollment is intended.
- The person is unmarried.
- The person is the natural or legal child of the employee; that is, the person has one of the following relationships with the employee:  
  - is the biological child of the employee,
  - is legally adopted by the employee,
  - is legally under the guardianship of the employee,
  - is the step-child of the employee,
  - is the foster child of the employee,
Note: Persons defined as children may or may not be living with an employee and may or may not have legal dependents.

Adjunct Faculty
Spouses and children of adjunct faculty, following three sessions of teaching by the adjunct faculty, and unless in default of a Stafford, Supplemental Student, Parent, or Perkins loan, or on academic probation, are eligible for an EEG equal to the number of course semester hours the faculty member is currently teaching. Spouses and children of adjunct faculty may attend in-seat classes under EEG at any Columbia College location, but only during the same semester/session in which the adjunct faculty member is teaching. The grant value will be determined by the tuition charged at specific campuses.

Part-time Employees
Spouses and children of part-time administrative or support staff are not eligible for EEG.

c. Procedures.

Determination of the status “child” for the purposes of EEG is made by the Human Resources Office based on the criteria listed above.

Recipients of EEG are not eligible to receive any other institutional aid other than awards granted at the Honors and Awards Convocation. EEG may not be used for courses-of-one or classes taught on a one-time basis, e.g., piano or voice.

To apply for an EEG, the applicant must do the following:

a. Apply for admission to the College as a regular student or as a non-degree seeking student.

b. Obtain an EEG verification form and an Application for Financial Aid from the Registration and Financial Services Office. If the applicant is a child of an employee, he or she makes an appointment with a member of the Human Resources staff to determine eligibility. All recipients of an EEG are encouraged to apply for federal financial aid. Employee Education Grants funding will be applied before any other financial aid.

c. Complete the EEG verification form and the Application for Financial Aid with all appropriate information and obtain signatures from the employee’s immediate supervisor and Administrative Council supervisor.

d. Return the forms to the Registration and Financial Services Office no later than the end of the add period.

e. Register for courses through standard registration procedures for undergraduate landbased and online courses.

AHE employees, their spouses, or dependents who wish to receive an EEG must submit the EEG form to and obtain approval from the AHE Campus Director prior to the session for which the grant is requested. The AHE campus director then sends the EEG form, along with the registration form, to the Vice President for the Division of Adult Higher Education in Columbia, for approval to attend classes, no later than the end of the add period.

Employees eligible for EEG may enroll in one of the following:

f. one course (up to 5 semester hours) per semester during regular working hours (if employee plans to take courses during regular working hours, he/she must obtain
approval from his/her immediate supervisor to make up any work time missed while attending classes.);

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<td>one course (up to 5 semester hours) per semester and one three-credit course per session in the evening;</td>
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<td>two three-credit courses per session in the evening or through AHE.</td>
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d. **Effects of Termination, Resignation, Disability or Death.**
   If an employee resigns from or is terminated by the College, EEG benefits cease on the date of severance for both the employee and his or her spouse or children. Enrollment in courses may be continued, but financial liability for those courses becomes the responsibility of the student and is prorated on a per-day basis from the date of severance. If the employee or spouse or children do not wish to continue enrollment at their own expense, they must complete formal withdrawal procedures. In no event may such courses taken for credit be converted to audit status.

   If an EEG eligible employee becomes disabled or deceased, currently enrolled dependents may continue coursework under the EEG Grant for the remainder of the academic year.

e. **Guidelines.**
   The decision whether to conduct a class or to cancel it because of low enrollment is made without considering the number of employees, spouses and/or children desiring that course under EEG. EEG students may not be used to fill the gap between the number of students needed to run a course and the number of non-employees registered for that course.

2. **Employee Graduate Educational Grant (GEG)**
   The Employee Graduate Educational Grant (GEG) allows full-time employees only to enroll in up to six hours per session of in-seat graduate courses at a tuition reduction of 75%. Spouses, dependents, adjunct faculty and part-time employees are not eligible for a GEG. Full-time employees are not eligible for the GEG until completion of one year of employment at Columbia College. The GEG does not apply to courses in the College’s Online program.

   a. **Procedures.**
      Application procedures are identical to those used for the EEG.

   b. **Effects of Termination, Resignation, Disability or Death.**
      Effects of Termination, Resignation, Disability or Death are identical to those of EEG.

   c. **Guidelines.**
      Guidelines to determine if a graduate class is canceled due to low enrollment are identical to those for EEG.

3. **Tuition Exchange**
   Columbia College is affiliated with two exchange programs: Council of Independent Colleges (CIC) and Tuition Exchange, Inc. Membership in “The Tuition Exchange” provides the opportunity for full-time employees and children of full-time employees who have not completed a baccalaureate degree to attend other member institutions with little or no charge for tuition. All students must apply for admission to the institution they wish to attend and that institution determines admission and admission procedures. For a list of Tuition Exchange member institutions refer to [www.tuitionexchange.org](http://www.tuitionexchange.org). Tuition Exchange has stringent rules to keep the “export” and “import” of students at each member institution in close balance.
The following are guidelines applicable to Columbia College employees who wish to participate in the TE program:

e. Eligible Employee: Any currently employed Columbia College full-time faculty or staff.

f. Family Member: Any child born to an employee, legally adopted by an employee, or for whom legal guardianship can be documented. Student must be a dependent as defined by federal guidelines.

g. Candidate: The family member of an eligible employee who has been certified by Columbia College for full-time degree study at a college or university that participates in the Tuition Exchange program. Scholarships are not granted for graduate study, non-degree study or second undergraduate degrees.

h. Maximum Scholarship: TE scholarships will not exceed a maximum of eight semesters per employee per child and they may be divided among family members.

i. Tuition Exchange Liaison Officer: Director of Human Resources.

By September 15 of each academic year family members of Columbia College faculty and staff who wish to be considered for TE will notify the TE Liaison Officer of intent and formally register.

j. By November 1 of each academic year, Columbia College will be in a position to determine how many new students can be certified.

k. If the number of applicants is equal to the number of slots available, each applicant will be given the opportunity to seek a TE scholarship and Columbia College will sponsor the prospective student by certifying him or her as a TE Candidate and sending notice of certification to as many as six TE member schools to which the candidate has applied or plans to apply.

l. If the number of prospective candidates exceeds the number of slots, candidates will be selected on the following priority ranking:
   • First priority will be given to applicants based on employment seniority of the faculty/staff member. Seniority is based on years of continuous full-time service at Columbia College.
   • Last priority will be given to students with family members who have already received a TE scholarship.

Columbia College is also a member of the “Council of Independent Colleges (CIC) Tuition Exchange.” Membership in the CIC provides the opportunity for children of full-time employees who have not completed a baccalaureate degree to attend other member institutions with little or no charge for tuition. Although a debit-credit balance of students does not have to be maintained, Columbia College will always insure that a balance of students is maintained at least in the College’s favor. For a list of CIC Tuition Exchange member institutions refer to www.cic.org.

Students who wish to participate in the CIC Tuition Exchange program should contact the Columbia College Human Resources Office for specific details relating to application for the program. Students who participate in the CIC Tuition Exchange program will be certified by Columbia College for one year, and recertified each succeeding year. However, continuation in the program for the second or more years depends on the policies in place at each member institution.
4. **Flexible Spending Account (Cafeteria Plan).**
   This plan allows participants the opportunity to reduce their taxable earnings, thus saving federal and state income and social security taxes on the deferred amount. Full-time employees are eligible to participate in three menu accounts: dependent care assistance, medical, dental and/or vision insurance premiums, and medical reimbursement.

5. **Professional Development Grants.**
   a. **General Criteria**
      • 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. □ Funding for faculty-directed student research projects.
      • Expenses incurred in the physical production/completion of scholarly projects (i.e., typing of manuscripts, photography, telephone, postage, etc.).

   b. **Application Form and Specific Criteria** □ Form the application should take:
      - **Cover sheet**
        - title of proposed study or creative project
        - duration of the project
        - name of applicant
      - **Project Summary** — a one page abstract
      - **Narrative**
        - specific nature of the project
        - significance of the project (creative, professional, teaching, etc.)
        - relationship of the project to the work of other scholars in the field
        - work plan: indicating how project will proceed and when it will be completed
        - proposed outcome (i.e., publication, presentation, etc.)

   c. **Specific Criteria for Evaluation**
      □ Significance of the study for scholarship and/or teaching in the field and in the applicant’s teaching
      □ Probability that the proposed project will be completed (measured by design, work plan, and estimate of time required to complete the project)
      □ Probability of dissemination to the field or college community (i.e., publication, presentation, etc.)

   c. **Application Procedures**
      • A written proposal is submitted to the chair of the Elections and Professional Development Committee (7 copies).
      • Committee Action. The Committee may either a) reject, b) approve, c) request more information, d) recommend amount of money.
• The Committee makes its recommendation to the EVP/DAA.
• The EVP/DAA makes the final decision.