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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Participant(s)</th>
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<tbody>
<tr>
<td>August 15</td>
<td>Official notification of mid-probationary review</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>
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<tr>
<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>
<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 sent to the faculty member</td>
<td>Department Chair and faculty member being reviewed</td>
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<tr>
<td>October 15</td>
<td>TRAP Board review may begin</td>
<td>TRAP Board</td>
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<tr>
<td>November 15</td>
<td>TRAP Board deliberations conclude</td>
<td>TRAP Board</td>
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<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>

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.
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.

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<tr>
<th>Date</th>
<th>Action</th>
<th>Participant(s)</th>
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<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>
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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>
<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.

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<tr>
<th>Date</th>
<th>Action</th>
<th>Participant(s)</th>
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<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>
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<td>Date</td>
<td>Event</td>
<td>Responsible Party</td>
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<tr>
<td>February 15</td>
<td>TRAP Board completes deliberations for those seeking tenure or tenure and promotion</td>
<td>TRAP Board</td>
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<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>
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<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>
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</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:
      o one year’s credit for teaching two or more years as a full-time doctoral graduate teaching assistant* and/or
      o 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.
      o 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.
      o The change of appointment is irreversible and irrevocable.
      o 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 pursing 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 disuasion 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.