

Columbia College Chicago

Statement of Policy on Academic Freedom, Faculty Status, Tenure, and Due Process

Adopted by the Board of Trustees May 31, 1997

Amended by the Board of Trustees May 23, 2002;
October 9, 2003; October 1, 2009; October 6, 2011;
April 26, 2012; May 9, 2013; May 11, 2017;
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COLUMBIA COLLEGE CHICAGO

STATEMENT OF POLICY ON ACADEMIC FREEDOM, FACULTY STATUS, TENURE, AND DUE PROCESS

On May 31, 1997, the Board of Trustees of Columbia College Chicago adopted this Statement of Policy (Statement)¹ for the purposes of securing the values of academic and artistic freedom to which the College is committed; confirming the professional stature, academic excellence, and employment status of the faculty of the College; and advancing the mission of the College. The Board of Trustees amended this Statement, effective May 23, 2002, for the purpose of improving the operation of the tenure-granting and post-tenure review processes; eliminating possible ambiguities and inconsistencies; and promoting a clearer understanding of the goals of the tenure system at Columbia College Chicago. The Board of Trustees further amended this Statement, effective October 9, 2003, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII, for the purpose of more clearly specifying the processes by which an Adverse Circumstance (as defined in Section XXI.A. of this Statement) is declared and acted upon and adjusting certain procedures instituted by the May 23, 2002 amendments. The Board of Trustees further amended this Statement, effective October 1, 2009, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective October 6, 2011, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective April 26, 2012, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective May 9, 2013, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective May 11, 2017, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective May 9, 2019, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII. The Board of Trustees further amended this Statement, effective June 22, 2021, in accordance with the recommendation of the Statement Review Committee appointed pursuant to Section XXVII.²

1. All capitalized terms in this Statement are defined terms. Section XXVIII.A. contains an index of all defined terms and either a reference to the Section of this Statement where such term is defined or a definition of such term.
2. This Statement, as amended, supersedes all previously adopted policies, regulations, statements, announcements, or other pronouncements of the College, including all materials in faculty and student handbooks (collectively, "College Policies") insofar as they are inconsistent with any provision of this Statement. A subsequently adopted College Policy in so far as it is inconsistent with any provision of this Statement will have no force or effect unless it has been adopted or approved by the Board of Trustees. Notwithstanding the provisions of any College Policies to the contrary, if a provision of this Statement sets forth standards and procedures for the challenge or review of a College determination, the standards and procedures in this Statement will be the exclusive means available for such challenge or review. This Statement does not supersede any collective bargaining agreement and it is subject, in all respects, to applicable laws and regulations.

I. ACADEMIC FREEDOM

- A. **Definition.** The Board of Trustees hereby reaffirms that all members of the Columbia College Chicago faculty, regardless of their employment status, are entitled to Academic Freedom. This means that all faculty members are protected against institutional discipline or restraint in their discussion of relevant matters in the classroom, exploration of self-chosen avenues of scholarship, research and creative expression, and speaking and writing as public citizens. The Board of Trustees also reaffirms that Academic Freedom entails faculty responsibilities, which include the conscientious performance of academic duties and obligations and integrity in the scholarly and creative enterprises. No individual faculty member may speak for the College in matters of public interest.
- B. **Protection.** Because of the commitment of Columbia College Chicago to Academic Freedom, no faculty member's appointment will be terminated for any belief, opinion, expression, or conduct, however unconventional or controversial, that is protected by the principles of Academic Freedom as defined in [Section I.A.](#) Further, any explicit or implicit threat of termination or discipline for the purpose of constraining a faculty member in the exercise of the faculty member's rights under such principles of Academic Freedom is contrary to the policies of the College.

II. GENERAL PRINCIPLES

- A. **Conflict of Interest.** A conflict of interest is defined as any relationship—whether personal, familial, or business—that a reasonable observer could conclude may affect the objectivity and impartiality of the participants in the procedures outlined in this Statement. Any participant with a potential conflict of interest should not participate.
- B. **Confidentiality.** An important part of the evaluation process is the need for confidentiality during and after the review of the faculty member's credentials. Confidentiality is particularly important when soliciting external reviewers, whose candid and thorough assessments of the applicant are essential. This principle of confidentiality also applies to the review process outlined in [Section XXI](#) of this Statement.

To this end, individual reviewers must not share information, during or after the process, concerning the evaluation with the faculty member or others not involved in the process (with the exception of the Provost, acting in accordance with [Section XVII.A.7](#)). If individual reviewers obtain records of any sort associated with the process, they must delete or destroy these materials once the process is completed. (This excludes the report copies provided to the Chair, Dean, Provost, and Office of Academic Personnel.)

Similarly, where applicable, members of committees must confine deliberations and information concerning the evaluation of the faculty member to the committee itself. They must not share this information with the faculty member or others not involved in the process.

Each full-time faculty member participating in any of the evaluative and review processes outlined in this Statement must sign a Confidentiality Agreement before participating, confirming that the faculty member will adhere to the principles set forth in this Section.

C. Adequacy and Accuracy of Documentation. It is the faculty member's responsibility to ensure the adequacy and accuracy of the documentation submitted for evaluation. The faculty member cannot add to these materials once they have been submitted, except in cases where the faculty member is adding an update to an item previously submitted.

D. Cumulative Reports. Evaluation documentation is cumulative; reports, comments, and recommendations that are generated at each successive stage of evaluation become part of the documentation that is provided to participants in the next stage of the evaluation process.

III. ESTABLISHMENT OF TENURE AT COLUMBIA COLLEGE CHICAGO

A. Objectives. The Board of Trustees formally adopted the system of faculty tenure set forth in this Statement on May 31, 1997, that would:

- ensure that considerations of academic and creative quality be the bases for faculty appointment decisions and thus contribute to continued academic and creative excellence at the College;
- foster and encourage risk-taking inquiry and creative expression at the frontiers of knowledge and convention;
- facilitate the attraction to the College of capable and highly qualified faculty members; strengthen institutional stability by enhancing faculty members' loyalty to the College; and encourage academic and creative excellence by hiring, retaining, and rewarding only the most able people;
- necessitate choice and selectivity in the appointment and retention of faculty members because of the requirements of academic, creative, and professional excellence; and
- confirm the high and valued academic stature of the College's tenured faculty among their peers throughout the United States and the world.

B. Nature of Tenured Appointment. A faculty member at Columbia College Chicago who holds a Tenured Appointment has a right, subject to the terms and conditions in this Statement, to academic year employment for an indefinite period. A Tenured Appointment confers no employment or procedural rights beyond those set forth in this Statement.

C. Appointment as Provost, School Dean, or Department Chair. A person's appointment as Provost, School Dean, or Department Chair is not a Tenured Appointment. A person who holds an appointment as Provost, School Dean, or Department Chair may also hold a Tenured or Tenure-Track Appointment as a member of the faculty, but, whether or not that is the case, such a person holds the position of Provost, School Dean, or Department Chair solely pursuant to the terms of the person's letter of appointment or written contract of employment.

IV. ACADEMIC APPOINTMENTS

There are four types of appointments: Part-Time, Teaching-Track, Tenure-Track, or Tenured. The characteristics of each type of appointment are set forth in Sections IV.A., IV.B., IV.C., and IV.D.

A. Part-Time Faculty Appointments. Part-Time Faculty Appointments are made on a semester-to-semester or annual basis for the part-time performance of specified academic duties. A faculty member's employment on a part-time basis confers on the faculty member no employment or procedural rights other than those set forth in the Part-Time Faculty collective bargaining agreement to which such faculty members are subject. Part-Time Faculty Appointments are renewed or not renewed solely at the discretion of the College. The decision of the College not to renew the Part-Time Appointment of a faculty member is not subject to challenge or review on any basis except as may be specified in the collective bargaining agreement to which such faculty member is subject. A faculty member with a Part-Time Faculty Appointment may be sanctioned for conduct during the term of the faculty member's employment in accordance with the collective bargaining agreement to which such faculty member is subject.

B. Teaching-Track Appointments. Teaching-Track Appointments are full-time appointments made to persons whom the College determines have the qualifications set forth in [Section VI](#) (General Qualifications for Teaching-Track Appointments). Teaching-Track Appointments are made on an annual basis. A faculty member with a Teaching-Track Appointment will have no right to or expectation of receiving an eventual Tenure-Track or Tenured Appointment or of having the faculty member's Teaching-Track Appointment renewed.

A faculty member's Teaching-Track employment confers on the faculty member no employment or procedural rights other than those set forth in this Statement. Teaching-Track Appointments are renewed or discontinued solely at the discretion of the College.

A faculty member with a Teaching-Track Appointment will be evaluated in accordance with the criteria set forth in [Section V](#) (Criteria for Full-Time Faculty Appointments) and the procedures set forth in [Section IX](#) (Evaluation of Faculty Members with Teaching-Track Appointments).

A faculty member with a Teaching-Track Appointment may be sanctioned for Sanctionable Conduct during the term of the faculty member's employment in accordance with [Section XX](#) (Sanction and Dismissal of Full-Time Faculty Members). Such a sanction will be subject to challenge and review solely in accordance with the provisions of that section.

1. Assistant Professor of Instruction. The decision of the College not to renew the Assistant Professor of Instruction Appointment of a faculty member, in accordance with the provisions of [Section X](#) (Appointment Period, Renewal and Nonrenewal of Faculty Members with Teaching-Track Appointments), will not be subject to challenge and review.

2. Associate Professor of Instruction. The decision of the College not to renew Teaching-Track Appointments with the rank of Associate Professor of Instruction, in accordance with the provisions of [Section X](#) (Appointment Period, Renewal and Nonrenewal of Faculty Members with Teaching-Track Appointments), will be subject to challenge and review solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).
3. Professor of Instruction. The decision of the College not to renew Teaching-Track Appointments with the rank of Professor of Instruction, in accordance with the provisions of [Section X](#) (Appointment Period, Renewal and Nonrenewal of Faculty Members with Teaching-Track Appointments), will be subject to challenge and review solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

C. Tenure-Track Appointments. Tenure-Track Appointments are full-time appointments made to persons whom the College expects will satisfy the criteria for the grant of a Tenured Appointment as set forth in [Section V](#) (Criteria for Full-Time Faculty Appointments) at the end of their Tenure-Track Periods (as defined in [Section XV.B.](#) of this Statement). Tenure-Track Appointments are made on an annual basis. A faculty member with a Tenure-Track Appointment does not have a right to the renewal of the faculty member's Appointment or to be granted a Tenured Appointment at the end of the faculty member's Tenure-Track Period or upon the satisfaction of any fixed or objectively measurable set of requirements.

A faculty member with a Tenure-Track Appointment has no employment or procedural rights other than those set forth in this Statement.

A faculty member with a Tenure-Track Appointment has the right to be evaluated in accordance with the procedures set forth in [Section XV](#) (Evaluation of Faculty with Tenure-Track Appointments) and criteria set forth in Section V (Criteria for Full-Time Faculty Appointments). The decision of the College not to renew the Tenure-Track Appointment of a faculty member, in accordance with the provisions of [Section XVI.A.](#) (Renewal and Nonrenewal of Tenure-Track Appointments), will be subject to challenge and review solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

A faculty member with a Tenure-Track Appointment may be sanctioned for Sanctionable Conduct during the term of the faculty member's employment in accordance with [Section XX](#) (Sanction and Dismissal of Full-Time Faculty Members). Such a sanction will be subject to challenge and review solely in accordance with the provisions of that section.

D. Tenured Appointments. Tenured Appointments are full-time appointments granted to persons solely in accordance with the provisions of [Section XVII](#) (Grant of Tenured Appointments).

A faculty member with a Tenured Appointment may be sanctioned for Sanctionable Conduct and dismissed for Cause at any time in accordance with [Section XVIII](#) (Review and Evaluation of Faculty Members with Tenured Appointments) or [Section XX](#) (Sanction and Dismissal of Full-Time Faculty Members). Such a sanction or dismissal will be subject to challenge and review solely in accordance with the provisions of [Section XX](#).

A faculty member with a Tenured Appointment may be terminated without Cause in accordance with the provisions of [Section XXI](#) (Termination of Faculty Members with Tenured Appointments for Reasons Other Than Cause). Such a termination will be subject to challenge and review solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

V. CRITERIA FOR FULL-TIME FACULTY APPOINTMENTS

A. Evaluation Areas for Teaching-Track Appointments. Teaching-Track Appointments are expected to bring excellence in instruction to the classroom and service to the college.

Faculty members with Teaching-Track Appointments will be evaluated based on the performance and accomplishments in the areas of teaching-and teaching-related activity; and service to the College, profession and community (“Evaluation Areas for Teaching-Track Appointments”). The criteria for evaluating these areas are explicated below ([Section V.C.](#)). Faculty members with Teaching-Track Appointments are required to demonstrate evidence of teaching and curricular development, and service that has contributed significantly to the mission of the College.

In the evaluation area of service, faculty members with Teaching-Track Appointments should primarily make service contributions to the College. Service to the profession and community may be expected but must be agreed to in advance by the Department Chair and is not a complete substitution for service to the College. While faculty members with Teaching-Track Appointments may produce scholarly or creative work, such endeavors are not considered as part of their evaluation.

Underlying the criteria articulated below is the College’s commitment to building and fostering an environment that is diverse, equitable, and inclusive. Therefore, the College particularly values a faculty member’s ability to demonstrate a commitment to these principles in the criteria for evaluation.

1. Criteria for Teaching-Track Appointments. The criteria for evaluating a full-time faculty member’s performance and accomplishments in the Evaluation Areas for Teaching-Track Appointments are listed below in the order of their importance.

- a. *Teaching and Teaching-Related Activity.* Teaching means the skilled, effective, and knowledgeable presentation in the classroom of college-level subject matter. Such presentation requires thorough current knowledge and expertise in the relevant discipline and significant skills in the appropriate disciplinary pedagogy as shown by:

- course and curricular design;
- assignment design;
- evaluation of student performance;
- application of grading standards;
- course management, and
- thesis advising where appropriate.

In addition, teaching requires:

- motivating students;
- being available to students;
- advising students about courses, the curriculum, college policies, and career prospects, and
- being responsive to students' cultural and personal circumstances, and how those affect them socially and academically.

Curricular development means the imaginative, efficient, and knowledgeable development and application of instructional standards, materials, and activities within Departments and Schools and, where appropriate, across disciplines. Such development and implementation require:

- subject matter expertise;
- adherence to learning objectives;
- an appreciation of and sensitivity to the academic preparedness of the college's students;
- knowledge and application of relevant educational methods and technologies, and
- a demonstrated commitment to student learning and student success.

- b. *Service to College, Profession, and Community.* Service contributions to the College are those that involve substantive and constructive participation in standing and ad hoc committees, task forces, special appointments, projects, and events that support the Department, School, and College and improve its operations as an institution. Service to the profession involves leadership or significant contribution to educational or other relevant professional organizations. Service to the community is the contribution of professional expertise to one or more civic communities. Such services are especially worthy of notice when they are important to the communities they serve and, as a practical matter, available only through the services of Columbia College Chicago faculty members.

B. Evaluation Areas for Tenured Appointments. The grant of a Tenured Appointment is important both to the applicant and to the long-term academic quality and creative distinction of the College. As a consequence, the job security, employment protections, and institutional status conferred by this Statement on a faculty member with a Tenured Appointment ("Tenure Rights") are appropriate and justified only when such an Appointment, given the applicant's performance and accomplishments to date and the reasonable expectations as to the applicant's performance and accomplishments in the

future, constitutes as good a long-term appointment in the applicant's area of expertise and creative endeavor as Columbia College Chicago is capable of making, then or in the foreseeable future.

Tenure can and should be granted only when, in the Provost's assessment, after completion of a process specified in [Section XVII](#) (Grant of Tenured Appointments), an applicant has demonstrated the potential to contribute significantly over the course of the applicant's academic career to the mission of the College and its fundamental responsibilities of (1) teaching and teaching-related activity, (2) scholarly or creative endeavor, and (3) service to the College, profession, and community ("Evaluation Areas for Tenured Appointments"). Such a demonstration requires strong evidence of excellence in teaching and curricular development, professional distinction in creative endeavors and scholarship, and outstanding service that has contributed significantly to the mission of the College and the broader community.

During the Tenure-Track Period (as defined in [Section XV.B.](#) of this Statement), a faculty member with a Tenure-Track Appointment will be evaluated based on performance and accomplishments in the Evaluation Areas for Tenured Appointments. At the end of the Tenure-Track Period, a faculty member with a Tenure-Track Appointment must fully satisfy the criteria in the Evaluation Areas for Tenured Appointments.

Underlying the criteria articulated below is the College's commitment to building and fostering an environment that is diverse, equitable, and inclusive. Therefore, the College particularly values a faculty member's ability to demonstrate a commitment to these principles in the criteria for evaluation.

1. Criteria for Tenured Appointments. The criteria for evaluating a full-time faculty member's performance and accomplishments in the Evaluation Areas for Tenured Appointments are listed below in the order of their importance.
 - a. *Teaching and Teaching-Related Activity.* Teaching means the skilled, effective, and knowledgeable presentation in the classroom of college-level subject matter. Such presentation requires thorough current knowledge and expertise in the relevant discipline and significant skills in the appropriate disciplinary pedagogy as shown by:
 - course and curricular design;
 - assignment design;
 - evaluation of student performance;
 - application of grading standards;
 - course management, and
 - thesis advising where appropriate.

In addition, teaching requires:

- motivating students;
- being available to students;
- advising students about courses, the curriculum, college policies, and

- career prospects; and
- being responsive to students’ cultural and personal circumstances, and how those affect them socially and academically.

Curricular development means the imaginative, efficient, and knowledgeable development and application of instructional standards, materials, and activities within Departments and Schools and, where appropriate, across disciplines. Such development and implementation require:

- subject matter expertise;
- adherence to learning objectives;
- an appreciation of and sensitivity to the academic preparedness of the college’s students;
- knowledge and application of relevant educational methods and technologies; and
- a demonstrated commitment to student learning and student success.

b. *Scholarly or Creative Endeavor.* Sustained accomplishments recognized by professional peers as impactful and programmatic in nature in an area of scholarship or creative endeavor and evidence that this activity will continue.³

Examples of such accomplishments and recognition include:

- scholarly work published in refereed and/or reputable journals or publications;
- creative work presented, performed, or published in recognized and/or reputable media, outlets, or venues;
- awards, honors, and grants issued by recognized, reputable, and/or refereed entities;
- formal acknowledgment of achievements or distinction bestowed by recognized professional societies;
- critical praise or citation by qualified peers in written reviews and evaluations of published works and public performances and exhibitions of the faculty member’s skills or creative production, and
- distinguished editorial service provided to appropriate journals, newspapers, or other publications.

c. *Service to College, Profession, and Community.* Service contributions to the College are those that involve substantive and constructive participation in standing and ad hoc committees, task forces, special appointments, projects, and events that support the Department, School, and College and improve its operations as an institution. Service to the profession involves leadership or significant contribution to educational or other relevant professional

3. Faculty members at Columbia College Chicago pursue a broad and diverse range of academic and artistic interests and objectives. Each faculty member who is evaluated for a Tenured Appointment will be evaluated in light of the particular nature of the faculty member’s academic pursuits, distinction in that self-chosen area of professional involvement, and the relevance and importance of that area for the College and the Department.

organizations. Service to the community is the contribution of professional expertise to one or more civic communities. Such services are especially worthy of notice when they are important to the communities they serve and, as a practical matter, available only through the services of Columbia College Chicago faculty members.

C. Department Criteria

1. Content. Because the evaluation criteria set forth in [Section V.C.](#) are of necessity general, those criteria do not fully reflect the expectations that the College's various Departments have of their faculty members with Teaching-Track, Tenure-Track, and Tenured Appointments.

Therefore, the Tenured members of each of the Departments of the College develop—in consultation with the appropriate School Dean—a written statement that articulates with reasonable specificity the indices and standards that their Department will use to evaluate whether a full-time faculty member has met the applicable general criteria set forth in [Section V.C.](#) Each Department's written statement of such specific criteria ("Department Criteria") must both conform to the general criteria and go beyond them by making clear how the Department will apply the general criteria in the context of its specific subject matter, programs, needs, and aspirations.

Each statement of Department Criteria must specify the evidence necessary to document a faculty member's performance and accomplishments in each of the applicable evaluation areas that a full-time faculty member should develop and preserve.

When Department Criteria change, full-time faculty must conform future work to their Department's new statement.

2. Approval. To ensure that they conform to the general criteria in [Section V.C.](#) and facilitate achievement of the objectives of this Statement, Department Criteria will periodically be reviewed and approved by the appropriate School Dean, then delivered to the Provost for review and final approval. Such review and approval will take place on the following occasions: a) upon the initial formulation of the Department Criteria, b) on the occasion of significant changes in a Department's programs, c) when a program review requires changes, and d) in every year thereafter that corresponds with the review of the *Statement of Policy on Academic Freedom, Faculty Status, Tenure, and Due Process.*
3. Distribution. At the commencement of a faculty member's Teaching-Track or Tenure-Track Appointment, the Department Chair will meet with the faculty member and Deliver a copy of the statement of Department Criteria. In the event of amendment of the Department Criteria, the Office of the Provost will post the amended Department Criteria on the College's web site. Additionally, the Department will Deliver a copy of such amendment to each full-time faculty member in the Department.

VI. GENERAL QUALIFICATIONS FOR TEACHING-TRACK APPOINTMENTS

Full-time teaching-track faculty appointments must be made according to the Hiring Procedures outlined in the [Faculty Manual](#).

- A. Assistant Professor of Instruction.** Qualified candidates will possess a terminal degree in the relevant discipline —or at least one degree above the level at which they teach. In terminal degree programs, faculty members will possess the same level of degree. In extraordinary cases, a history of distinguished professional work, compelling creative achievements, or other significant experience in the relevant field may be considered as an alternative to the required degree.

Qualified candidates will possess demonstrated or strong potential for success in teaching and teaching-related activity (as defined in [Section V.C.](#)) at the college level and the ability to provide meaningful service to the College.

- B. Associate Professor of Instruction.** Qualified candidates will possess a terminal degree in the relevant discipline —or at least one degree above the level at which they teach. In terminal degree programs, faculty members will possess the same level of degree. In extraordinary cases, a history of distinguished professional work, compelling creative achievements, or other significant experience in the relevant field may be considered as an alternative to the required degree

Other qualifications for candidacy include:

- At least five years of experience as an Assistant Professor of Instruction, or a substantially similar position at another institution of higher learning, and evidence of:
- significant skills in the appropriate disciplinary pedagogy as shown by curricular design; construction of assignments; evaluation of students' performance and application of grading standards, and classroom management
- thorough, current knowledge and expertise in the relevant discipline
- a record of sustained, excellent service to the college.

C. Professor of Instruction

Candidates must meet the qualifications for Associate Professor of Instruction, and must also possess:

- at least five years as an Associate Professor of Instruction;
- at least five years of documented excellence in teaching, advising, and curricular development;
- thorough, current knowledge and expertise in the relevant discipline;
- a record of sustained, excellent service to the college;
- a record of peer mentorship, and
- demonstrated leadership.

VII. ACADEMIC YEAR WORKLOAD FOR FACULTY MEMBERS WITH TEACHING-TRACK APPOINTMENTS

Full-time faculty workload encompasses effort, time, and product in the two Evaluation Areas for Teaching-Track Faculty (as defined in [Section V](#). Criteria for Full-Time Faculty Appointments and evaluated according to [Section V](#).) This section seeks to establish expectations of faculty work for the purpose of enabling Department Chairs to allocate teaching and service obligations and helping faculty to balance their responsibilities. If a faculty member's anticipated workload responsibilities constitute substantially more than the expected workload for a particular Evaluation Area, adjustments may be negotiated with the Department Chair, subject to the approval of the School Dean.

As part of teaching and teaching-related activity, full-time teaching-track faculty members are responsible for teaching 12 credits per semester or 24 per academic year (dates as defined in the [Faculty Manual](#)), or equivalent responsibilities approved by the Department Chair and School Dean, and keeping regular office hours to assist students. Teaching and teaching-related activity constitutes approximately 80% of the workload.

Teaching-track faculty are also responsible for service to the college, profession and community, constituting approximately 20% of the workload.

All teaching-track faculty are expected to:

- Attend departmental meetings;
- Serve on department and/or college committees;
- Participate in college events such as:
 - Retreats
 - Open Houses
 - Commencement

All teaching-track faculty are also expected to participate in additional service activities. Such kinds of service activities may include, but are not limited to:

- Evaluating faculty members;
- Administrative duties related to the coordination of a department event or college event;
- Administrative duties related to the coordination of academic programs;
- Various departmental leadership roles;
- Faculty Senate participation, and
- Assessment activities.

Before the end of each academic year, the Chair and teaching-track faculty member will discuss the faculty member's workload responsibilities for the following academic year and document this discussion.

The workload percentages are an approximation that intentionally allow flexibility so that a faculty member, in consultation with the Department Chair, can manage the ebb and flow of teaching and service activities throughout the year.

VIII. TRAINING AND DEVELOPMENT OF ASSISTANT PROFESSORS OF INSTRUCTION IN THE FIRST YEAR OF APPOINTMENT

Note: Please review [Section II. General Principles](#) before reading the following procedures.

Faculty training and development is designed to orient and provide feedback to the Assistant Professor of Instruction. The Department Chair will designate a faculty member to a first-year Assistant Professor of Instruction, ideally a person who has similar expertise, who will conduct at least one classroom observation during the first semester.

As part of the training and development process, the designee may review:

- syllabi;
- an LMS course shell;
- teaching materials;
- samples of student work;
- student course evaluations, and
- faculty member written self-evaluation, including a reflection on the classroom observation.

Before the conclusion of the first year, the designee will generate written feedback and meet with the Assistant Professor of Instruction to provide and discuss the feedback. The Assistant Professor will append this report to their Faculty Annual Activity Report.

IX. EVALUATION OF FACULTY MEMBERS WITH TEACHING-TRACK APPOINTMENTS

Note: Please review [Section II. General Principles](#) before reading the following procedures.

A. General Policy

1. Objectives of the Teaching-Track Evaluation Process. The process to evaluate a faculty member holding a Teaching-Track Appointment is designed to be candid, constructive, and based on supporting evidence that provides clear indication of the faculty member's performance in relation to the standards set forth in [Section V.](#) of this Statement and the criteria established by the individual Departments.
2. Faculty Annual Activity Report (The FAAR). Each faculty member with a Teaching-Track Appointment will complete the Faculty Annual Activity Report (The FAAR), which requires that the faculty member itemize and describe all activities from the past academic year in teaching and teaching-related activity; and service to the College, profession, and community (the standards set forth in [Section V.](#)) The faculty member will Deliver a completed FAAR to the faculty member's Department Chair not later than May 31 of each academic year.

B. Assistant Professor of Instruction. The Assistant Professor of Instruction is evaluated by the Department Chair and School Dean during the second year that the faculty member holds such an appointment and yearly thereafter. Evaluation is based on the faculty member's FAARs, student course evaluations, and course materials. The Chair may request and/or review other related materials, such as:

- samples of student work;
- classroom observations;
- a written self-assessment;
- any additional evidence of service activity, and
- evidence of maintaining a thorough current knowledge and expertise in the relevant discipline.

The Department Chair will then complete a written evaluation which is due not later than the second Monday in November. The Assistant Professor of Instruction may respond to the Department Chair's evaluation not later than the third Monday in November.

The Dean will then review the FAARs, student course evaluations, course materials, the Chair's evaluation and any Assistant Professor of Instruction's response, and will complete a written evaluation. The Dean's evaluation is due to faculty member with a copy to the Department Chair, the Provost, and the Office of Academic Personnel not later than the third Tuesday in January.

C. Associate Professor of Instruction and Professor of Instruction. The Associate Professor of Instruction is evaluated by the Department Chair and School Dean every third year from the commencement of the faculty member's appointment to that rank. The evaluation is based on the faculty member's FAARs, student course evaluations, and course materials. The Chair may request and/or review other related materials, such as:

- samples of student work;
- classroom observations;
- a written self-assessment;
- any additional evidence of service activity, and
- evidence of maintaining a thorough current knowledge and expertise in the relevant discipline.

The Chair will then complete a written evaluation which is due not later than the second Monday in November. The Associate Professor of Instruction may respond to the Department Chair's evaluation not later than the third Monday in November.

The Dean will complete a written evaluation based on a review of the FAARs, student course evaluations, course materials, the Chair's evaluation and the Associate Professor of Instruction's response, if any. The Dean's evaluation is due to faculty member with a copy to the Department Chair, the Provost, and the Office of Academic Personnel not later than the third Tuesday in January.

X. APPOINTMENT PERIOD, RENEWAL AND NONRENEWAL OF FACULTY MEMBERS WITH TEACHING-TRACK APPOINTMENTS

A. Appointment Period. Each Teaching-Track faculty member is appointed for a one year term that may be renewed annually.

B. Renewal and Nonrenewal of Teaching-Track Appointments. Columbia College Chicago is committed to renewing the appointments of Teaching-Track faculty members whose teaching and teaching-related activity, and service to the College, profession, and community contribute significantly to the College's distinctive mission and academic vision.

The renewal of Teaching-Track Appointments occurs when such renewals are consistent with and appropriate to the College's institutional policies, financial condition and prospects, and curricular needs. Consequently, the College has the utmost latitude, limited only by applicable law, Academic Freedom, and the procedures established by the Statement of Policy, in deciding on an annual basis whether or not to renew a faculty member's Teaching-Track Appointment.

A decision not to renew such an appointment for the forthcoming academic year may be based upon, among other things, the faculty member's failure to demonstrate performance and/or accomplishments in one or more of the Evaluation Areas for Teaching-Track Appointments that meet the standards and expectations reflected in the Criteria for Full-Time Faculty Appointments. A decision not to renew a Teaching-Track Appointment may also be based upon reasons and circumstances that have little or nothing to do with the individual faculty member's performance and accomplishments, including such matters as academic need, professional comportment and collegiality, institutional policy and objectives, and financial condition and priorities.

Examples of possible reasons and circumstances leading to nonrenewal of a faculty member's Teaching-Track Appointment for causes other than performance and accomplishments may include but are not limited to:

- (a) a change or contemplated change in the direction, objectives, or content of the curriculum of the College as a whole, or of a specific department, program, or school (collectively, an "Area of Academic Focus");
- (b) a decline in student enrollment in the College as a whole, or in an Area of Academic Focus; and,
- (c) the inappropriateness, as determined at the sole discretion of the College, of further Teaching-Track Appointments in the College as a whole or in an Area of Academic Focus.

C. Timing and Notice of Renewal or Nonrenewal. Not later than February 1, each School Dean will Deliver to each teaching-track faculty member a written notice of renewal or nonrenewal for the forthcoming year. A faculty member with an Associate Professor of Instruction appointment or a Professor of Instruction appointment that is not renewed may challenge or seek review of that decision solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

XI. PROMOTION PROCESS FOR FACULTY MEMBERS WITH TEACHING-TRACK APPOINTMENTS

Note: Please review [Section II. General Principles](#) before reading the following procedures.

A. Application for Associate Professor of Instruction. After holding the rank for five years, an Assistant Professor of Instruction may apply for the position of Associate Professor of Instruction. An Assistant Professor of Instruction who intends to apply must submit a written notice of intent to the Department Chair and School Dean not later than May 31 of the spring semester prior to application, with a copy to the Provost and the Office of Academic Personnel.

The following fall semester, the Assistant Professor of Instruction must submit a dossier application to the Department Chair not later than the second Monday of October.

The dossier application for Associate Professor of Instruction will include:

- a narrative statement detailing accomplishments in the areas of teaching and service, demonstrating how these contribute to the department and college mission;
- a written statement of plans and goals for the next three years;
- a current curriculum vitae;
- a statement of teaching philosophy;
- all previously submitted FAARs;
- student course evaluations;
- course materials;
- samples of student work;
- classroom observation reports;
- evidence of service activity, and
- evidence of maintaining a thorough, current knowledge and expertise in the relevant discipline.

The Department Chair will review the dossier and make a written recommendation to the School Dean not later than the second Monday of November.

The Assistant Professor of Instruction may provide a written response to the Department Chair's recommendation not later than the third Monday of November.

The School Dean will review the dossier, the Chair's recommendation and applicant's

response (if any) and send a written decision to the applicant, with copies to the Chair, the Provost, and the Office of Academic Personnel, not later than the third Tuesday in January.

An applicant who is not awarded the rank of Associate Professor of Instruction will remain an Assistant Professor of Instruction, if renewed (see [Section X.](#)), and is eligible to reapply in two years.

B. Application for Professor of Instruction. After holding the rank for five years, an Associate Professor of Instruction may apply for the position of Professor of Instruction. An Associate Professor of Instruction who intends to apply must submit a written notice of intent to the Department Chair and School Dean not later than May 31 of the spring semester prior to application, with a copy to the Provost and the Office of Academic Personnel.

The following fall semester, the Associate Professor of Instruction must submit a dossier application to the Department Chair not later than the second Monday of October.

The dossier application for Professor of Instruction will consist of:

- a narrative statement detailing accomplishments in the areas of teaching and service, demonstrating how these contribute to the department and college mission;
- written statement of plans and goals for the next three years;
- a current curriculum vitae;
- statement of teaching philosophy;
- all previously submitted FAARs;
- student course evaluations;
- course materials;
- samples of student work;
- classroom observation reports;
- evidence of service activity;
- evidence of maintaining a thorough current knowledge and expertise in the relevant discipline;
- other evidence of excellence in teaching and service such as awards or special recognition, and
- letters of support for application from full-time faculty members at the college.

The Department Chair will review the dossier and make a written recommendation to the School Dean not later than the second Monday in November.

The Associate Professor of Instruction may provide a written response to the Department Chair's recommendation not later than the third Monday of November.

The School Dean will review the dossier, Chair recommendation and applicant's response (if any) and send a written decision to the applicant, with copies to the Chair, the Provost and the Office of Academic Personnel, not later than the third Tuesday in January.

An applicant who is not awarded the rank of Professor of Instruction will remain an

Associate Professor of Instruction, if renewed (See [Section X.](#)), and is eligible to reapply in two years.

XII. TEACHING-TRACK FACULTY APPLICATION FOR TENURE-TRACK APPOINTMENTS

Teaching-track faculty may apply for Tenure-Track Appointments at the College as such appointments become available on the same basis as all other qualified candidates without jeopardy to the teaching-track position that the teaching-track faculty member already holds. The procedures for the tenure-track hiring process are set forth in Section 330 of Columbia College Chicago's [Faculty Manual: A Guide to Policy and Procedures](#).

XIII. GENERAL QUALIFICATIONS FOR TENURE-TRACK AND TENURED APPOINTMENTS

It is the responsibility of the academic department, in conjunction with the School Dean and Provost, to appoint new tenure-track faculty members whose academic and professional qualifications and achievements demonstrate the potential for achieving tenure.

Full-Time Tenure-Track and Tenured Appointments must be made according to the Hiring Procedures outlined in the [Faculty Manual](#).

- A. Assistant Professor.** Qualified candidates will possess a terminal degree in the relevant discipline—or at least one degree above the level at which they teach. In terminal degree programs, faculty members will possess the same level of degree. In extraordinary cases, a history of distinguished professional work, compelling creative achievements, or other significant experience in the relevant field may be considered as an alternative to the required degree.

Qualified candidates will possess demonstrated or strong potential for success in teaching and teaching-related activity, professional distinction in an area of scholarship or creative endeavor and the capacity and intention to continue to make contributions in the relevant discipline; and the ability to provide meaningful service to the College, profession and community.

- B. Associate Professor.** Qualified candidates will possess a terminal degree in the relevant discipline—or at least one degree above the level at which they teach. In terminal degree programs, faculty members will possess the same level of degree. In extraordinary cases, a history of distinguished professional work, compelling creative achievements, or other significant experience in the relevant field may be considered as an alternative to the required degree.

Other qualifications for candidacy include:

- At least five years of experience as an Assistant Professor, or the equivalent in exceptional cases, and evidence of:

- significant skills in the appropriate disciplinary pedagogy as shown by curricular design; construction of assignments; evaluation of students' performance and application of grading standards; and course management;
- professional distinction in an area of scholarship or creative endeavor and the capacity and intention to continue to make contributions in the relevant discipline, and
- a record of sustained, excellent service to the college, profession and community.

C. Professor. Candidates must meet the qualifications for Associate Professor, and must also possess:

- at least five years of experience as an Associate Professor, or the equivalent in exceptional cases;
- a distinguished academic career of leadership and exceptional accomplishment in all of the Evaluation Areas for Tenured Appointments, and
- strong evidence of sustained distinction at the national level.

XIV. ACADEMIC YEAR WORKLOAD FOR FACULTY MEMBERS WITH TENURE-TRACK AND TENURED APPOINTMENTS

Full-time faculty workload encompasses effort, time, and product in the three Evaluation Areas for Tenure-Track and Tenured Faculty (as defined in [Section V](#). Criteria for Full-Time Faculty Appointments.) This section seeks to establish expectations of faculty work for the purpose of enabling Department Chairs to allocate teaching and service obligations and helping faculty to balance their responsibilities. If a faculty member's anticipated workload responsibilities constitute substantially more than the expected workload for a particular Evaluation Area, adjustments may be negotiated with the Department Chair, subject to approval of the School Dean.

As part of teaching and teaching-related activity, full-time tenure-track and tenured faculty members are responsible for teaching 9 credits per semester or 18 per academic year, (dates as defined in the [Faculty Manual](#)), or equivalent responsibilities approved by the Department Chair and Dean of the appropriate School, and keeping regular office hours to assist students. Teaching and teaching-related activity constitute approximately 60% of the workload.

Scholarly or creative endeavor should demonstrate a current and relevant research and/or creative agenda that is connected to the faculty member's established disciplinary qualifications and/or expertise, and should constitute approximately 20% of the workload. Expected scholarly and/or creative endeavor responsibilities include engaging in the kinds of activities required to maintain a current and relevant research and/or creative agenda, ones that are connected to the faculty member's established disciplinary qualifications and/or expertise. Examples of creative and/or scholarly endeavor will be specific to individual faculty members' departments, and should be recognized by professional peers.

Tenure-track and tenured faculty are also responsible for service to the college, profession and community, constituting approximately 20% of the workload.

All tenure-track and tenured faculty are expected to:

- Attend departmental meetings;
- Serve on department and/or college committees;
- Participate in college events such as:
 - Retreats
 - Open Houses
 - Commencement

All tenure-track and tenured faculty are also expected to participate in additional service activities. Such kinds of service activities may include, but are not limited to:

- Evaluating faculty members;
- Administrative duties related to the coordination of a department event or college event;
- Administrative duties related to the coordination of academic programs;
- Various departmental leadership roles;
- Faculty Senate participation, and
- Assessment activities

Before the end of each academic year, the Chair and tenure-track or tenured faculty member will meet to discuss the faculty member's workload responsibilities for the following academic year and document this discussion.

The workload percentages are an approximation that intentionally allow flexibility so that a faculty member, in consultation with the Department Chair, can manage the ebb and flow of teaching, scholarly and creative work, and service activities throughout the year.

XV. EVALUATION OF FACULTY WITH TENURE-TRACK APPOINTMENTS

A. General Policy

1. Objectives of the Tenure-Track Evaluation Process. The process to evaluate a faculty member holding a Tenure-Track Appointment is designed to be candid, constructive, and based on supporting evidence that provides clear indication of the faculty member's progress toward tenure in relation to the standards set forth in this Statement and the criteria established by the faculty member's Department.
2. Evaluation Frequency. A faculty member holding a Tenure-Track Appointment will be evaluated (the "Tenure-Track Evaluation") in the faculty member's second, third and fifth years at the College (the "Tenure-Track Evaluation Year"), but not during the year of the faculty member's Comprehensive Three-Year Review in accordance with [Section XV.E.](#) (Comprehensive Three-Year Review), or in the year when the faculty

member submits an application for tenure in accordance with [Section XVII.A.](#) (Tenure Appointment Processes for Faculty Members with Tenure-Track Appointments).

3. Faculty Annual Activity Report (The FAAR). Each faculty member with a Tenure-Track Appointment will complete the Faculty Annual Activity Report, which requires that the faculty member itemize and describe all activities from the past academic year in teaching and teaching-related activity; scholarly or creative endeavor; and service to the College, profession, and community (the Evaluation Areas for Tenured Appointments set forth in [Section V.B.](#)) The faculty member will Deliver a completed Faculty Annual Activity Report to the faculty member's Department Chair not later than May 31 of each academic year.

B. Tenure-Track Period. The Tenure-Track Period is the time during which a faculty member at Columbia College Chicago holds a Tenure-Track Appointment. Throughout the Tenure-Track Period, a Tenure-Track Faculty member's employment at the College continues on a year-to-year basis. In the normal course of events, the Tenure-Track Period will be six years of full-time, continuous employment.

This period may be shorter than six years if such a shorter period has been:

(1) agreed to in writing by the tenure-track faculty member, the faculty member's Department Chair, the faculty member's School Dean, and the Provost at the commencement of the faculty member's Tenure-Track Appointment; or

(2) authorized in writing by the Provost upon the formal recommendation of the tenure-track faculty member's Department Chair, in consultation with all available members of the tenure-track faculty member's Department who hold Tenured Appointments not including the Department Chair, Acting Chair or Interim Chair (if any) and those who hold administrative appointments outside the department (the "Reviewing Faculty"), and the School Dean. The final year of the Tenure-Track Period for a faculty member with a Tenure-Track Appointment is referred to as the faculty member's "Application Year."

In the case of a faculty member who has a shortened Tenure-Track Period, the Provost in consultation with the School Dean and Department Chair will determine the appropriate evaluation process for the faculty member's first year of employment at the College.

When an Acting Chair is appointed, the School Dean in consultation with the Department Chair, if available, and the Acting Chair will determine which of them will complete the faculty evaluations for the Department Chair in the Department Chair's absence. During each evaluation process, the person who completed the evaluation for the Department Chair will receive copies of any additional evaluation reports.

When a tenured faculty member is serving as Acting or Interim Chair and is completing evaluations for the Department Chair, the Acting or Interim Chair will not participate as a member of the Reviewing Faculty.

C. Extension of the Tenure-Track Period

1. Extending the Tenure-Track Period. The Tenure-Track Period may be extended (“Extension of the Tenure-Track Period”) in the following circumstances:
 - a. When a faculty member receives a qualified leave under the Family Medical Leave Act (FMLA) and/or the College’s Caregiver Leave Policy (parental or dependent), the faculty member may apply for an extension of the tenure-track period for one year. The faculty member must submit a completed Tenure-Track Period Extension Request Form to the Provost with copies to Human Resources and the Office of Academic Personnel. Such a request will be granted at the discretion of the College.
 - b. When circumstances exist that will significantly interfere with a faculty member’s ability to fulfill the requirements necessary to attain tenure, the faculty member may apply for an extension of the tenure-track period for one year. The faculty member must submit a completed Tenure-Track Period Extension Request Form to the Provost, along with information that the faculty member views as supporting the assertion that circumstances exist that significantly interfere with the faculty member’s ability to fulfill the requirements of tenure. The submission of a Request Form does not guarantee approval. Such a request will be granted at the discretion of the College. Copies of the Request Form and all supporting materials will be sent to Human Resources and the Office of Academic Personnel.

D. Tenure-Track Evaluation

Note: Please review [Section II. General Principles](#) before reading the following procedures.

1. Tenure-Track Evaluation. At the beginning of the second, third, and fifth years at the College for a faculty member holding a Tenure-Track Appointment, the faculty member’s performance will be evaluated by the Department Chair, one member of the Reviewing Faculty (the “Faculty Evaluator”) selected by the Reviewing Faculty, the School Dean and the Provost. The tenure-track faculty member will have the same Faculty Evaluator for each Tenure-Track Evaluation Year, except in cases where the Faculty Evaluator is unavailable, in which case the Reviewing Faculty will select an alternate who will serve until the original Faculty Evaluator becomes available.
2. Department Processes. The Faculty Evaluator and Department Chair, acting independently, will review all of the Tenure-Track Faculty member’s Faculty Annual Activity Reports, teaching evaluations, and classroom observation reports, and will assess the faculty member’s performance in each of the criteria in the Evaluation Areas for Tenured Appointments. The Department Chair and the Faculty Evaluator will each complete the appropriate Tenure-Track Faculty Evaluation Form and make

recommendations regarding the continuation of the faculty member's Tenure-Track Appointment.

Not later than the second Monday of October, the Faculty Evaluator will Deliver a completed Tenure-Track Faculty Evaluation Form to the Department Chair. On the same day, the Department Chair will Deliver the two Tenure-Track Faculty Evaluation Forms to the tenure-track faculty member being evaluated.

The faculty member will then have an opportunity to submit to the Department Chair and Faculty Evaluator, not later than the third Monday of October, written comments on any aspect of the Tenure-Track Faculty Evaluation Forms. Not later than two business days after the third Monday of October, the Department Chair will Deliver to the School Dean all documents and materials related to the evaluation.

3. School Dean's Processes. Upon review of all materials related to the evaluation, including the Tenure-Track Evaluation Forms, and the tenure-track faculty member's written comments, if any, the School Dean will determine whether the performance of the tenure-track faculty member meets the standard for continuation of the faculty member's Tenure-Track Appointment.

The School Dean will prepare a written report (the "School Dean's Tenure-Track Report") regarding the faculty member's performance and will make a recommendation regarding the continuation of the faculty member's Tenure-Track Appointment. Not later than the second Monday of November, this Report will be Delivered to the Provost, along with all of the other documents and materials related to the evaluation. On the same date, a copy of this Report will also be Delivered to the tenure-track faculty member and the Department Chair.

4. Provost's Processes. Upon review of these Reports and materials, the Provost will write a report (the "Provost's Tenure-Track Report") stating the Provost's determination as to whether the performance of the tenure-track faculty member meets the standard for continuation of the faculty member's Tenure-Track Appointment. If the faculty member does not meet the standard for continuation, the Provost will additionally state the criterion or criteria that was/were not met. This Report will be Delivered to the faculty member not later than the second Monday of December. On the same date a copy of the Provost's Tenure-Track Report will also be Delivered to the Department Chair, the Faculty Evaluator, and School Dean. All Tenure-Track Evaluation documents will be placed in the faculty member's file in the Office of Academic Personnel.

E. Comprehensive Three-Year Review

Note: Please review [Section II. General Principles](#) before reading the following procedures.

1. Comprehensive Three-Year Review. At the beginning of a Tenure-Track Faculty member's fourth year of the Tenure-Track Appointment, the faculty member will undergo a Comprehensive Three-Year Review. A faculty member who has a Tenure-Track period that was shortened by one or two years will undergo a Comprehensive Three-Year Review. A faculty member who has a Tenure-Track period that was shortened by three or more years will not undergo a Comprehensive Three-Year Review. In such cases, during the faculty member's Application Year, the faculty member will follow the procedures stated in [Section XVII.A.3.a](#) and additionally will undergo an interview by the Reviewing Faculty.

Not later than the third Monday of August, the Tenure-Track Faculty member will Deliver a Three-Year Dossier (see Example A) to the Department Chair.

2. Department Processes. The Tenure-Track Faculty member's Department Chair and designee selected by the Department Chair from the Reviewing Faculty will manage the Comprehensive Three-Year Review department processes. The department processes will consist of a review of the Tenure-Track Faculty member's Three-Year Dossier by the Department Chair and Reviewing Faculty, independently, and an interview with the faculty member by the Reviewing Faculty.

The Department Chair and the Reviewing Faculty, working independently, will each prepare written reports (the "Department Chair's Three-Year Report" and the "Reviewing Faculty's Three-Year Report"). Both of the Three-Year Reports must include (a) an evaluation of the tenure-track faculty member's performance in relation to the Criteria for Tenured Appointments as stated in Section V, and (b) a recommendation regarding continuation or termination of the faculty member's Tenure-Track Appointment. The Reviewing Faculty's Three-Year Report must also include (c) an outline of the procedures that took place, and (d) the numerical results of their vote.

A faculty member selected by the Reviewing Faculty will write the Reviewing Faculty's Three-Year Report. All members of the Reviewing Faculty will sign the completed Report, indicating only that they have read the Report. Any member of the Reviewing Faculty who disagrees with any conclusion or recommendation in the Reviewing Faculty's Three-Year Report may append to the Report a signed statement setting forth the nature and extent of such disagreement. Each member of the Reviewing Faculty should receive a copy of the appended statement.

Not later than the fourth Monday of September, the writer of the Reviewing Faculty's Three-Year Report will Deliver the Report to the Department Chair. On the same day, the Department will Deliver both Three-Year Reports to the tenure-track faculty member being evaluated. The faculty member will then have an opportunity to submit to the Department Chair and the Reviewing Faculty, not later than the first Monday of October, written comments on any aspect of the Three-Year Reports. Not later than two business days after the first Monday of October, the Department will Deliver to the School Dean all documents and materials related to the Comprehensive Three-Year

Review Process. The School Dean may request additional documentation, as the School Dean deems appropriate.

3. School Dean's Processes. Upon review of all materials related to the Comprehensive Three-Year Review process, the School Dean will determine whether the performance of the tenure-track faculty member meets the standard for continuation of the faculty member's Tenure-Track Appointment. The School Dean will then prepare a written report (the "School Dean's Three-Year Report") regarding the tenure-track faculty member's performance and will make a recommendation regarding the continuation of the faculty member's Tenure-Track Appointment. Not later than the first Monday of November, the School will Deliver this report to the Provost, along with all documents and materials related to the Comprehensive Three-Year Review Process. The Provost may request additional documentation, as the Provost deems appropriate. The School will also Deliver a copy of the report to the tenure-track faculty member and the Department Chair.
4. Provost's Processes. Upon review of all materials related to the Comprehensive Three-Year Review Process, the Provost will write a report (the "Provost's Three-Year Report") stating the Provost's determination as to whether the performance of the faculty member meets the standard for continuation of the faculty member's Tenure-Track Appointment. If the faculty member does not meet the standard for continuation, the Provost will additionally state the criterion or criteria that was/were not met. This report will be Delivered to the faculty member not later than the first Monday of December. A copy of the Provost's Three-Year Report will also be Delivered to the Department Chair and the School Dean. The faculty member's Three-Year Dossier, including all of the Comprehensive Three-Year Review Process documents, will be placed in the faculty member's file in the Office of Academic Personnel.

XVI. RENEWAL AND NONRENEWAL OF TENURE-TRACK APPOINTMENTS

- A. Renewal and Nonrenewal of Tenure-Track Appointments.** Columbia College Chicago is committed to renewing the Appointments of tenure-track faculty members whose teaching and teaching-related activity, scholarly or creative endeavor, and service to the College, profession, and community will contribute significantly to the College's distinctive mission and academic vision. The renewal of Tenure-Track Appointments occurs only when such renewals are consistent with and appropriate to the College's institutional policies, financial condition and prospects, and curricular needs. Consequently, the College has the utmost latitude, limited only by applicable law, Academic Freedom, and the procedures established by this Statement, in deciding on an annual basis whether or not to renew a faculty member's Tenure-Track Appointment.

A decision not to renew such an Appointment for the forthcoming academic year may be based upon, among other things, the faculty member's failure to demonstrate performance and/or accomplishments in one or more of the Evaluation Areas for Tenured Appointments that meet the standards and expectations reflected in the criteria for full-time faculty

appointments. A decision not to renew a Tenure-Track Appointment may also be based upon reasons and circumstances that have little or nothing to do with the individual faculty member's performance and accomplishments, including such matters as academic need, professional comportment and collegiality, institutional policy and objectives, and financial condition and priorities.

Examples of possible reasons and circumstances leading to non-renewal of a faculty member's Tenure-Track Appointment for causes other than performance and accomplishments may include but are not limited to:

(a) a change or contemplated change in the direction, objectives, or content of the curriculum of the College as a whole, or of a specific Department, Program, or School (collectively, an "Area of Academic Focus");

(b) a decline in student enrollment in the College as a whole, or in an Area of Academic Focus; and,

(c) the inappropriateness, as determined at the sole discretion of the College, of further Tenure-Track or Tenured Appointments in the College as a whole or in an Area of Academic Focus.

B. Timing and Notice of Renewal or Nonrenewal. Upon the conclusion of each faculty member's Tenure-Track Evaluation or Comprehensive Three-Year Review, the College will decide whether or not to renew such faculty member's Tenure-Track Appointment for the forthcoming academic year. Not later than the second Monday of December, the faculty member will receive written notice of the Provost's decision. A faculty member whose Tenure-Track Appointment is not renewed may challenge or seek review of that decision solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

XVII. GRANT OF TENURED APPOINTMENTS

A. Tenure Appointment Processes for Faculty Members with Tenure-Track Appointments

Note: Please review [Section II. General Principles](#) before reading the following procedures

1. External Reviewers' Processes

- a. *Selection.* Not later than the end of the fall semester of the year preceding the Application Year, the faculty member applying for tenure and the Reviewing Faculty will each Deliver to the Department Chair a list of five names for consideration as External Reviewers. External Reviewers must be appropriate for the discipline and be external to the College. During the spring semester preceding the faculty member's Application Year, the Department Chair will select three

names, including at least one from each list and ask these individuals to serve as External Reviewers (see Example B). Should any of the selected individuals decline to serve, the Department Chair will then choose one or more other names from the appropriate list, as needed.

- b. *Evaluation.* The External Reviewers will evaluate the faculty member's performance in the area of scholarly or creative endeavor (as outlined in Section V). This evaluation will consist of a review of the faculty member's curriculum vitae and evidence that the faculty member has provided to demonstrate the faculty member's activity and performance in scholarly or creative endeavor (see Example C). This evidence must be submitted to the faculty member's Department Chair not later than May 31.
 - c. *Reports.* Upon completion of the External Reviewers' evaluation, each Reviewer will prepare a written report (the "External Reviewer's Tenure Report") that (i) identifies all materials reviewed in the preparation of the Report, and (ii) sets forth conclusions as to the faculty member's past performance in regards to scholarly or creative endeavor.
 - d. *Distribution.* The External Reviewers will each Deliver a signed External Reviewer's Tenure Report to the faculty member's Department Chair not later than August 15.
2. Application. Not later than the fourth Monday of September of the Application Year, the faculty member will Deliver to the faculty member's Department Chair an application for tenure (the "Tenure Dossier"—see Example D). The failure of a faculty member to Deliver a Tenure Dossier will be deemed notice of the faculty member's resignation from the College at the end of the Application Year. The Tenure Dossier will contain information and materials that the faculty member believes will assure full and appropriate consideration of (a) the faculty member's performance and accomplishments during the period of the faculty member's tenure-track employment at the College in each of the Evaluation Areas for Tenured Appointments, and (b) the faculty member's short- and long-term professional plans and aspirations, particularly in each of the Evaluation Areas for Tenured Appointments, as described in a written statement of no more than two pages. The Department Chair will append the two lists of names of External Reviewer candidates and the External Reviewer Reports and circulate the Tenure Dossier among the Reviewing Faculty.
3. Department Processes
 - a. *Evaluation.* The tenure-track faculty member's Department Chair and a designee selected by the Department Chair from the Reviewing Faculty will manage the department processes of the tenure application process. Upon receipt of a faculty

member's Tenure Dossier (on the fourth Monday of September), the Department Chair and the Reviewing Faculty will independently evaluate the applicant's performance in each of the criteria in the Evaluation Areas for Tenured Appointments. This evaluation will consist of (i) a review of the Tenure Dossier and materials concerning the applicant's performance and accomplishments during the faculty member's Tenure-Track Period; (ii) a review of the External Reviewers' Tenure Reports; and (iii) a vote of the Reviewing Faculty, recommending whether or not the applicant should be granted a Tenured Appointment. If the tenure applicant did not undergo a Comprehensive Three-Year Review, the evaluation must also include an interview of the tenure applicant by the Reviewing Faculty. (see [Section XV.E.1.](#))

- b. *Reports.* Upon completion of the Department's evaluation, the Reviewing Faculty and the Department Chair, acting independently, will each prepare written reports (the "Reviewing Faculty's Tenure Report" and the "Department Chair's Tenure Report") that (i) set forth an assessment of the applicant's past performance and planned activities in the criteria in the Evaluation Areas for Tenured Appointments; and (ii) present reasoned recommendations as to whether the applicant should or should not be granted a Tenured Appointment. The Reviewing Faculty's Tenure Report will also (iii) outline the procedures that took place, and (iv) include the numerical results of their vote.

The Reviewing Faculty's Tenure Report will be written by a member of the Reviewing Faculty selected by them for this task. The number of persons among the Reviewing Faculty, if any, who disagree with the conclusions and recommendations in the Reviewing Faculty's Tenure Report will be noted in the Report. All members of the Reviewing Faculty will sign the Report. (A faculty member's signature will affirm only that the faculty member has read such Report.)

Any member of the Reviewing Faculty who disagrees with any conclusion or recommendation in the Reviewing Faculty's Tenure Report may append to the Reviewing Faculty's Tenure Report a signed statement setting forth the nature and extent of such disagreement. Each member of the Reviewing Faculty should receive a copy of the appended statement.

- c. *Distribution.* Not later than the first Monday of November, the writer of the Reviewing Faculty's Tenure Report will Deliver the Report to the Department Chair. On the same day, the Department will Deliver the Reviewing Faculty's Tenure Report, the signed Department Chair's Tenure Report and the Tenure Dossier to the School Dean. On the same date the Department will Deliver copies of both Reports to the applicant.
4. School Dean's Processes. The School Dean, after review of the Tenure Dossier and other such materials as the School Dean deems appropriate, will prepare a written report (the "School Dean's Tenure Report") that (a) evaluates the applicant's past

- performance, and assesses the faculty member's planned activities in each of the criteria in the Evaluation Areas for Tenured Appointments, and (b) presents a reasoned recommendation as to whether the applicant should or should not be granted a Tenured Appointment. The School will Deliver the signed School Dean Tenure Report and the Tenure Dossier to the Chair of the All College Tenure (ACT) Committee, as defined in [Section XXIII](#) of this statement, not later than the first Monday of December. On the same date the School will Deliver copies of the report to the applicant and the Department Chair.
5. Applicant's Response. Not later than the second Monday of December, the applicant will Deliver to the Chair of the All College Tenure (ACT) Committee any written comments the applicant may have on the Reviewing Faculty's Tenure Report, the Department Chair's Tenure Report, and the School Dean's Tenure Report. This is not an opportunity for the applicant to add materials to the applicant's Tenure Dossier. On the same date, the applicant will Deliver copies to the Department Chair and the School Dean.
 6. ACT Committee Processes
 - a. *Report*. Based solely on the materials in the Tenure Dossier, the ACT Committee will prepare a written report (the "ACT Committee Report") that (i) evaluates the applicant's past performance, and assesses the faculty member's planned activities in each of the criteria in the Evaluation Areas for Tenured Appointments and (ii) presents a reasoned recommendation as to whether the applicant should or should not be granted a Tenured Appointment. The number of persons on the ACT Committee, if any, who disagree with the conclusions and recommendation in the ACT Committee Report will be noted in, and all members of the ACT Committee will sign, such Report. (An ACT Committee member's signature will affirm only that the faculty member has read such Report.) Any member of the ACT Committee who disagrees with any conclusion or recommendation in the ACT Committee Report may submit to the ACT Committee Chair a signed statement setting forth the nature and extent of such disagreement. The Chair will append any statement to, and make such statement a part of, the ACT Committee Report.
 - b. *Distribution*. The ACT Committee Chair will Deliver the ACT Committee Report and the Tenure Dossier to the Provost not later than the second Monday of February. On the same date the ACT Committee Chair will Deliver copies of the Report to the applicant, the Department Chair and the School Dean.
 7. Provost's Processes. Upon receipt of the Tenure Dossier, the Provost will decide, based on the Provost's independent evaluation of the best interests of the College and in light of the recommendations and all materials then available, whether or not to grant the applicant a Tenured Appointment. In making this decision, the Provost may consult about the qualifications of the applicant with any person who (a) participated in the formulation of a recommendation as to whether or not to grant such faculty member a

Tenured Appointment or (b) is from the Office of the General Counsel. The Provost may also consult with any person who is a member of (a) the President's Cabinet or (b) the College's Board of Trustees. Not later than the third Monday of March, written notice of the Provost's decision will be Delivered to the applicant, with copies to the Department Chair and School Dean.

In the event the applicant is not granted a Tenured Appointment, the Provost will additionally state the criterion or criteria that was/were not met. The applicant's Tenure-Track Appointment will not be renewed, and a non-renewable, one-year appointment at current rank will be offered to the applicant for the following academic year. The applicant may challenge or seek review of the Provost's decision solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

8. Record Retention. All materials developed in the course of the Tenured Appointment process will be retained in the Office of Academic Personnel.

B. Expedited Process for Granting Rank and Tenure to Faculty Members at the Point of Hiring

1. Granting a Tenured Appointment to a Candidate Who Already Holds a Tenured Appointment or Its Equivalent at Another Institution of Higher Learning. Circumstances may arise in which the College seeks to hire as a full-time faculty member a candidate who already has tenure or its equivalent at another institution of higher learning. In such circumstances, the search committee may include, as part of its written recommendation to the School Dean, a recommendation that the candidate be hired with tenure. Upon review of the recommendation from the search committee, the School Dean will prepare a written report stating whether or not the School Dean supports the recommendation of the search committee. The School will Deliver the signed report to the Provost. Upon receipt of such a recommendation from the School Dean, the Provost is authorized, at the Provost's sole discretion, to approve the offer of a Tenured Appointment at the Associate Professor or Professor rank to the candidate. The Provost's decision not to extend such an offer is not subject to challenge or review on any basis.
2. Granting a Tenured Appointment to a Candidate Who Does Not Hold Tenure or Its Equivalent at Another Institution. Circumstances may arise in which the College seeks to hire and grant tenure to a candidate for a full-time faculty position who does not hold tenure or its equivalent at another institution of higher learning but who has clearly demonstrated superior performance and accomplishments in relation to the criteria in the Evaluation Areas for Tenured Appointments. In such circumstances, the Provost may commence an expedited process for the granting of a Tenured Appointment and enforce the appropriate deadlines. The candidate's application for expedited granting of a Tenured Appointment (the "Expedited Tenure Application") will be Delivered to the appropriate Department Chair. The Department Chair will circulate the Expedited

Tenure Application to the appropriate Reviewing Faculty and the appropriate School Dean. Such an application will contain materials that the candidate believes will ensure full consideration of the candidate's performance and accomplishments in the criteria in each of the Evaluation Areas for Tenured Appointments. Support letters that address the candidate's scholarly or creative endeavors that were provided for the position search will be used in lieu of external letters.

After receipt of the Expedited Tenure Application, (a) the Reviewing Faculty, (b) the Department Chair, and (c) the School Dean will each prepare written reports with reasoned recommendations as to whether the candidate should or should not be granted a Tenured Appointment on an expedited basis. Not later than ten business days after receipt of the Expedited Tenure Application, the three reports and the Expedited Tenure Application will be Delivered to the ACT Committee Chair.

The ACT Committee will then prepare a written report with reasoned recommendations as to whether the candidate should or should not be granted a Tenured Appointment on an expedited basis. Not later than ten days after receipt of the Expedited Tenure Application and reports, the ACT Committee Chair will Deliver the Expedited Tenure Application and the four reports to the Provost.

The Provost is authorized, at the Provost's sole discretion, to approve or deny the offer of a Tenured Appointment to the candidate. In making this decision, the Provost may consult about the qualifications of the applicant with any person who (a) participated in the formulation of a recommendation as to whether or not to grant such faculty member a Tenured Appointment or (b) is from the Office of the General Counsel. The Provost may also consult with any person who is a member of (a) the President's Cabinet or (b) the College's Board of Trustees. Not later than ten business days after receipt of the Expedited Tenure Application and reports, the Provost will notify the candidate in writing of the Provost's decision. Copies of the decision will be Delivered to the Department Chair and the School Dean. The Expedited Tenure Application will be returned to the candidate. The letters of support and all of the reports generated during the process, including the Provost's decision, will be Delivered to the Office of Academic Personnel. The Provost's decision to approve or deny such an offer is not subject to challenge or review on any basis.

C. Expedited Process for Granting Rank and Tenure to Persons Whom the College Employs in Senior Academic Administrative Positions

1. Appropriate Circumstances. Given circumstances in which the College seeks to hire a senior academic administrator at the level of School Dean or higher, the College may grant a Tenured Professor Appointment to the individual on the basis of a review of the candidate's credentials by the Provost and the President. In such cases, these candidates will have held rank and tenure or its equivalent at another institution, or will have clearly demonstrated superior performance and accomplishments in relation

to the criteria in the Evaluation Areas for Tenured Appointments or in positions of senior academic administration. In such circumstances the Provost may commence an expedited process. The Provost's written recommendation for expedited grant of a Tenured Professor Appointment (an "Expedited Rank and Tenure Recommendation") will be Delivered to the President.

2. President's Decision. Upon receipt of such a Recommendation from the Provost, the President is authorized, at the President's sole discretion, to extend such an offer to the candidate. The President's decision not to extend such an offer is not subject to challenge or review on any basis.

D. Expedited Process for Granting Rank and Tenure to the Provost

1. Appropriate Circumstances. Given circumstances in which the College seeks to hire a senior academic administrator at the level of Provost, the College may grant a Tenured Professor Appointment to the individual on the basis of a review of the candidate's credentials by the President. In such a case, the candidate will have held rank and tenure or its equivalent at another institution, or will have clearly demonstrated superior performance and accomplishments in relation to the criteria in the Evaluation Areas for Tenured Appointments or in positions of senior academic administration.
2. President's Decision. Upon review of the candidate's credentials, the President is authorized, at the President's sole discretion, to extend such an offer to the candidate. The President's decision not to extend such an offer is not subject to challenge or review on any basis.

XVIII. REVIEW AND EVALUATION OF FACULTY MEMBERS WITH TENURED APPOINTMENTS

A. Rationale for Review and Evaluation of Faculty Members with Tenured Appointments. Columbia College Chicago is committed to encouraging its faculty to excel as teachers, artists/scholars, and engaged members of the College, civic, and professional communities, and it recognizes such excellence may manifest in various and diverse ways. That said, the College expects its already tenured faculty members—who are afforded broad freedoms regarding the nature and style of their pedagogical, artistic/scholarly, and professional engagement—to demonstrate a deep and ongoing commitment to excellence in the criteria in all three Evaluation Areas for Tenured Appointments as expressed in Section V of this Statement.

B. Post-Tenure Review: Level One

Note: Please review [Section II. General Principles](#) before reading the following procedures

1. Faculty Annual Activity Report (The FAAR). Each tenured faculty member will complete the Faculty Annual Activity Report, which requires that the faculty member itemize and describe all activities from the past academic year in teaching and teaching-related activity; scholarly or creative endeavor; and service to the College, profession, and community (the Evaluation Areas for Tenured Appointments set forth in [Section V](#).) The faculty member will Deliver a completed Faculty Annual Activity Report to the faculty member's Department Chair not later than May 31 of each academic year.

A faculty member who is serving as Department Chair will be required to complete the Faculty Annual Activity Report.

A faculty member who is on sabbatical will be required to complete the Faculty Annual Activity Report.

2. Three-Year Activity Statement. Every third year from the commencement of the faculty member's Tenured Appointment, each faculty member will submit a current curriculum vitae and a "Three-Year Activity Statement," a written self-assessment informed by, but not limited to, the information in the faculty member's three most recent FAARs. The Three-Year Activity Statement will be no more than three pages in length. Not later than the first Tuesday in September of the fourth year the faculty member will Deliver the Three-Year Activity Statement to the Department Chair.

A faculty member who is serving as Department Chair will not be required to complete a Three-Year Activity Statement. When the faculty member completes service as a Department Chair, the faculty member will submit a Three-Year Activity Statement every third year from the point of returning to a tenured faculty role.

A faculty member who is serving as Acting or Interim Chair will hold the three-year cycle in abeyance until returning to a tenured faculty role. When the postponed review commences, the faculty member's Three-Year Activity Statement will document the three most recent years of activity, not including the faculty member's term as Acting or Interim Chair.

A faculty member who is on sabbatical will be required to complete a Three-Year Activity Statement on schedule. A faculty member who has been granted a leave of absence may request that the three-year review cycle be held in abeyance until the faculty member returns. Such a request must be approved by the Chair and Dean and reported to the Office of Academic Personnel.

3. Department Chair's Level One Review. The Department Chair will review the Three-Year Activity Statement, the curriculum vitae and the faculty member's three most recent FAARs and make a recommendation with a rationale as to whether the faculty member's performance during the period under review meets or does not meet the expectations of a faculty member with a Tenured Appointment. Not later than the third Monday in September the Department Chair will Deliver the recommendation and rationale to the

School Dean and the tenured faculty member. Not later than the fourth Monday of September, the tenured faculty member may provide a written response to the Department Chair and School Dean.

4. School Dean's Level One Review. The School Dean will review the Three-Year Activity Statement, the curriculum vitae and the faculty member's three most recent FAARs, the Department Chair's recommendation and rationale, as well as the tenured faculty member's response (if any), and determine whether the faculty member has met the expectations of a faculty member with a Tenured Appointment, or whether a School Dean's Interview is required. Not later than the third Monday in October the School Dean will Deliver a determination and rationale to the faculty member, the Department Chair and the Office of Academic Personnel.

If the School Dean concludes that the faculty member has met the expectations of a faculty member with a Tenured Appointment, no further action will be taken.

If the tenured faculty member is undergoing Post-Tenure Review: Level Two and the School Dean concludes that an interview is required, see [Section XVIII.C.2](#), for the next steps.

5. School Dean's Level One Interview. If the School Dean, as a result of the School Dean's Level One Review (outlined in [Section XVIII.B.4](#)), determines that an interview with a tenured faculty member is required, the School Dean will conduct an interview ("the School Dean's Level One Interview") with the faculty member and the Department Chair, in order to determine whether or not the tenured faculty member's performance during the period under review meets the expectations of a faculty member with a Tenured Appointment. The Interview will take place not later than the first Monday of November.

As part of the School Dean's Interview, the School Dean will describe the evaluation process and provide the faculty member the opportunity to ask questions or offer additional information. The School Dean may also address a deficient area of performance and discuss steps for improvement in that area.

Upon completion of the School Dean's Interview, the School Dean will draft the "School Dean's Level One Post-Tenure Report", articulating the School Dean's findings.

Not later than two business days after the first Monday of November, copies of the Dean's Report will be Delivered to the faculty member, the Department Chair, the Provost, and the Office of Academic Personnel.

If the School Dean concludes that the faculty member has met the expectations of a faculty member with a Tenured Appointment, no further action will be taken.

If the School Dean finds that the faculty member is not meeting expectations, the report will provide criteria and expectations for the faculty member's performance over the next

three years. The report will also indicate that the faculty member will be subject to “Post-Tenure Review: Level Two” as outlined in [Section XVIII.C](#).

If the tenured faculty member disagrees with the Dean’s conclusion as articulated in the School Dean’s Level One Post-Tenure Report, the faculty member may request Further Review. The faculty member must submit a request for Further Review to the Dean, not later than the second Monday of November.

6. Further Review

- a. *Faculty Member’s Level One Post-Tenure Report.* If the tenured faculty member requests Further Review, the faculty member will prepare a formal report (the “Faculty Member’s Level One Post-Tenure Report”). The Faculty Member’s Level One Post-Tenure Report will provide (a) evidence that the faculty member has met or exceeded the performance standards expected of a faculty member with a Tenured Appointment; and (b) a detailed plan enumerating and describing anticipated activities and accomplishments over the next three years in each of the Evaluation Areas for Tenured Appointments. Not later than the fourth Monday of November, the faculty member will Deliver the signed Report to the faculty member’s Department Chair and School Dean.
- b. *Consultation with Department Faculty.* When a tenured faculty member requests Further Review, the School Dean will direct the Department Chair and the Department’s tenured faculty to select two tenured faculty members to serve as the Post-Tenure Reviewing Faculty (the “Post-Tenure Reviewing Faculty”). Additionally, the School Dean will request that the Provost select one tenured faculty member with the rank of Professor from a different department within the same school to serve as a member of the Post-Tenure Reviewing Faculty. In Departments with small numbers of tenured faculty members, the Department Chair and the Department’s tenured faculty will recommend to the School Dean tenured faculty members from within the School to serve as members of the Post-Tenure Reviewing Faculty.

All materials from the review process outlined in [Section XVIII.B. 1-5](#), and the faculty member’s Post-Tenure Level One Report will be made available to the Post-Tenure Reviewing Faculty. The School Dean will then schedule a meeting or series of meetings with the Post-Tenure Reviewing Faculty and the Department Chair for the purpose of (a) discussing all review materials and the Faculty Member’s Post-Tenure Report with the Post-Tenure Reviewing Faculty and the Department Chair; and (b) holding a vote as to whether the faculty member under Post-Tenure Evaluation has or has not met the performance standards for a faculty member with a Tenured Appointment.

- c. *School’s Post-Tenure Report.* The School Dean will draft a report (“School’s Post-Tenure Report”) articulating the decision, outlining the procedures that took place and the numerical results of the vote. Not later than the third Monday of December, copies of the signed Report will be Delivered to the faculty member, the Post-Tenure Reviewing Faculty, the Department Chair and the Provost. Copies of the Report, along

with the Faculty Member's Post-Tenure Report, will also be Delivered to the Office of Academic Personnel.

- i. If the School's Post-Tenure Report states that the faculty member's performance meets the standards of a faculty member with a Tenured Appointment, no further action will be taken.
- ii. If the School's Post-Tenure Report states that the faculty member's performance does not meet the standards of a faculty member with a Tenured Appointment, the report will provide criteria and expectations for the faculty member's performance over the next three years. The report will also indicate that the faculty member will be subject to "Post-Tenure Review: Level Two" as outlined in [Section XVIII.C.](#)

C. Post-Tenure Review: Level Two

1. Post-Tenure Review: Level Two. If, as a result of the Post-Tenure Review: Level One, it is determined that a faculty member with a Tenured Appointment must undergo Post-Tenure Review: Level Two, the faculty member will again undergo the review process described in [Section XVIII.B.1.-4.](#) of this Statement during the third academic year following the Post-Tenure Review. All of the corresponding reports will be identified as part of the Post-Tenure Review: Level Two.
2. School Dean's Level Two Interview. If the School Dean, as a result of the School Dean's Level Two Review (outlined in [Section XVIII.B.4.](#)), determines that an interview with a tenured faculty member is required, the School Dean will conduct an interview ("School Dean's Level Two Interview") with the faculty member and the Department Chair, in order to determine whether or not the tenured faculty member's performance during the period under review meets the expectations of a faculty member with a Tenured Appointment. The Interview will take place not later than the first Monday of November.

As part of the School Dean's Level Two Interview, the School Dean will describe the evaluation process and provide the faculty member the opportunity to ask questions or offer additional information.

Upon completion of the School Dean's Level Two Interview, the School Dean will draft the "School Dean's Post-Tenure Level Two Report," articulating the School Dean's findings.

Not later than two business days after the first Monday of November, copies of the Dean's Report will be Delivered to the faculty member, the Department Chair, the Provost, and the Office of Academic Personnel.

If the School Dean concludes that the faculty member has met the expectations of a faculty member with a Tenured Appointment, no further action will be taken.

If the School Dean finds that the faculty member is not meeting expectations, the faculty member will prepare a formal report (the “Faculty Member’s Level Two Post-Tenure Report”). The Faculty Member’s Level Two Post-Tenure Report will provide (a) evidence that the faculty member met the criteria and expectations established at the Post-Tenure Review: Level One; (b) evidence that the faculty member has met or exceeded the performance standards expected of a faculty member with a Tenured Appointment; and (c) a detailed plan enumerating and describing anticipated activities and accomplishments over the next three years in each of the Evaluation Areas for Tenured Appointments. Not later than the fourth Monday of November, the faculty member will Deliver the signed Report to the faculty member’s Department Chair and School Dean.

3. All-College Tenure Committee Review. All materials from the review process outlined in [Section XVIII.C.1.-2](#). will be made available to the All College Tenure Committee. The ACT Committee will then schedule a meeting for the purpose of (a) discussing all materials from the Post Tenure Review: Level Two; and (b) holding a vote as to whether the faculty member under Post-Tenure Review: Level Two has or has not met the performance standards for a faculty member with a Tenured Appointment.

The ACT Committee will draft a report (“ACT Committee’s Level Two Post-Tenure Report”) articulating the decision, outlining the procedures that took place and the numerical results of the vote. The number of persons on the ACT Committee, if any, who disagree with the conclusions and recommendation in the ACT Committee Report will be noted in, and all members of the ACT Committee will sign, such Report. (An ACT Committee member’s signature will affirm only that the faculty member has read such Report.) Any member of the ACT Committee who disagrees with any conclusion or recommendation in the ACT Committee Report may submit to the ACT Committee Chair a signed statement setting forth the nature and extent of such disagreement. The Chair will append any statement to, and make such statement a part of, the ACT Committee Report.

Not later than the third Monday of December, the signed report and all materials from the Post Tenure Review: Level Two will be Delivered to the Provost for further evaluation. Copies of the Report will be Delivered to the faculty member, the Department Chair and the School Dean.

4. Provost's Processes. The Provost will make an evaluation of the performance of the faculty member based on the Reports identified in [Section XVIII.C.1.-3](#). and any other relevant materials, persons, and resources available.

The Provost will draft a report (the “Provost’s Level Two Post-Tenure Report”) articulating whether the faculty member under review has or has not met the performance standards of a faculty member with a Tenured Appointment. Not later than the third Tuesday of January, copies of the signed Report will be Delivered to the faculty member, the Department Chair, and the School Dean. A copy of the Report, along with the Faculty Member’s Post-Tenure Level Two Report, and the ACT Committee’s Post-Tenure Level Two Report will be Delivered to the Office of Academic Personnel.

- a. If the Provost’s Level Two Post-Tenure Report indicates that the faculty member’s performance meets the standards of a faculty member with a Tenured Appointment, no further action will be taken.
- b. *Professional Incompetence.* A faculty member with a Tenured Appointment whose performance is determined by the Provost to fall below the standards of a faculty member with a Tenured Appointment will be deemed to have exhibited “Professional Incompetence” for purposes of [Section XX](#) (Sanction and Dismissal of Full-Time Faculty Members).

In the event the Provost finds that a faculty member’s performance falls below the standards of a faculty member with a Tenured Appointment, the faculty member will be offered a one-year appointment in his or her current rank for the following academic year. At the conclusion of the one-year appointment, the faculty member’s tenured appointment will terminate.

Alternatively, in consultation with the faculty member’s dean with input from the chair, and subject to the applicable academic department’s needs and any relevant limitations in the Collective Bargaining Agreement between Columbia College Chicago and the Columbia Faculty Union, the Provost, in his or her discretion, may offer the faculty member a non-tenured teaching-track appointment at an appropriate rank and salary to begin the following academic year. Such an appointment will not be offered to a faculty member who has not met expectations in teaching and teaching-related activity. If the faculty member accepts such teaching-track appointment, the faculty member’s tenured appointment will terminate at the conclusion of the current academic year.

5. Review. The Provost’s determination as to whether the faculty member’s performance does not meet the expectations of a faculty member with a Tenured Appointment is subject to review only under the provisions in [Section XX.E](#). (Review of Post-Tenure Review: Level Two Determination, Sanction or Dismissal of Faculty Members).

XIX. GRANTING THE RANK OF PROFESSOR TO FACULTY WITH TENURED APPOINTMENTS

A. Standards

1. College Standards. The rank of Professor will be granted to those members of the tenured faculty who, in the Provost's assessment and after completion of the process specified in this Statement, have met the requirements for tenure and the ongoing expectations for performance of a tenured faculty member and have, in addition, distinguished themselves through academic careers of leadership and exceptional accomplishment in teaching and teaching-related activities; scholarly or creative endeavor; and service to the College, profession and community ("College Standards"). Demonstration of such leadership and accomplishment requires strong evidence of sustained distinction at the national level, as affirmed by relevant members of the College and by qualified colleagues at other institutions. Faculty members with tenured appointments with the rank of Professor embrace the responsibility to maintain the highest level of academic citizenship and leadership.
2. Department Standards. Because the College Standards set forth in Section XIX.A.1. are of necessity general, they do not fully reflect the standards that the College's various Departments set for their tenured faculty members with the rank of Professor.

Therefore, the Tenured members with the rank of Professor of each of the Departments of the College develop—in consultation with the appropriate School Dean—a written statement that articulates the standards that their Department will use to evaluate whether a full-time faculty member has met the applicable College Standards set forth in Section XIX.A.1. Each Department's written statement of such standards ("Department Standards") must both conform to the College Standards and go beyond them by making clear how the Department will apply the College Standards in the context of its specific subject matter, programs, needs, and aspirations.

Each statement of Department Standards must specify the evidence necessary to document a faculty member's performance and accomplishments that a full-time faculty member with the rank of Professor should develop and preserve.

3. Approval. To ensure that they conform to the College Standards in Section XIX.A.1, and facilitate achievement of the objectives of this Statement, Department Standards will periodically be reviewed and approved by the appropriate School Dean, then delivered to the Provost for review and final approval. Such review and approval will take place on the following occasions: a) upon the initial formulation of the Department Standards, b) on the occasion of significant changes in a Department's programs, c) when a program review requires changes, and d) in every year thereafter that corresponds with the review of the *Statement of Policy on Academic Freedom, Faculty Status, Tenure, and Due Process*.

4. Distribution. The Office of the Provost will post the Department Standards on the College's web site.

B. **Eligibility.** Upon holding a Tenured Appointment with the rank of Associate Professor for a minimum of five years, Columbia College Chicago faculty members will be eligible to apply for the rank of Professor. The decision to apply (or withdraw at any stage of review) rests entirely with the applicant.

C. **Application Process**

Note: Please review Section II: General Principles before reading the following procedures.

1. Declaration of Intent to Apply. No later than May 31 or the nearest prior business day, an applicant must submit to the respective Department Chair, with copy to the School Dean and the Provost, a letter declaring intent to apply for the rank of Professor during the following academic year. This letter will list the names and contact information of five persons whom the applicant recommends as External Reviewers. The School Dean may, in consultation with the Department Chair, add names to the list.

2. External Reviewer Processes.

a. *Selection.* No later than the first Friday in September, the School Dean, in consultation with the Department Chair, will contact the persons on the list of potential External Reviewers and secure a commitment from no fewer than three but no more than five individuals (see Example E). At least two of the confirmed External Reviewers should be from the applicant's list. The External Reviewers will evaluate the faculty member's performance in the areas of scholarly or creative endeavor and service to the profession.

b. *Evaluation.* No later than the fourth Monday of November, the applicant must submit to the School Dean evidence of scholarly or creative endeavor and service to the profession in the years since the applicant was tenured, as well as a current curriculum vitae. No later than the second Friday of December, the School Dean will send each applicant's evidence of scholarly or creative endeavor and service to the profession to the appropriate External Reviewers with instructions that will include the College Standards and respective Department Standards and a deadline to complete and return the evaluation, along with the Reviewer's curriculum vitae, no later than the fourth Monday in January.

3. The Application. No later than the fourth Monday in November, the applicant must submit to the Department Chair the evidence provided to the External Reviewers plus evidence demonstrating exceptional accomplishment in the applicant's teaching and teaching-related activities, and service to the College and community in the years since

the applicant was tenured (the “Application”). The Department Chair will ensure that the external evaluations, the External Reviewers’ curricula vitae and the applicant’s list of names are added to the Application.

4. Departmental Committee Processes.

- a. *Selection.* No later than the second Friday of December, Department Chairs will identify the persons who will serve on the respective Departmental Committees and ensure that they are acquainted with the responsibilities of Departmental Committee service in accordance with the following guidelines:
 - i. All persons within an applicant’s department holding a tenured appointment with the rank of Professor are obligated to serve on the applicant’s Departmental Committee. The Department Chair, regardless of rank, will not serve on this Departmental Committee since the Department Chair represents a separate level of review.
 - ii. In departments with three or more Professors (excluding the Department Chair), the departmental Professoriate will constitute the full membership of the Committee.
 - iii. In departments with 0, 1, or 2 Professors (excluding the Department Chair), the School Dean (in consultation with the Department Chair) will select Departmental Committee members from among those holding tenured appointments with the rank of Professor in other departments in whatever number is necessary to bring the Departmental Committee’s membership to three persons. In most cases, these Professors will be drawn from within the department’s school; however, where appropriate, Committee members may be selected from another school in consultation with that School Dean. In all cases, School Deans and Department Chairs will use their best efforts to convene a Departmental Committee with disciplinary expertise as close as possible to that of the applicant.
- b. *Evaluation.* No later than the second Friday of February, the Departmental Committee will review the Application, and each member will vote to recommend its approval or denial based on the College Standards and appropriate Departmental Standards. A tie vote in the Departmental Committee will be treated in the same manner as a recommendation to approve.

Upon reaching a recommendation, the Departmental Committee will Deliver that recommendation and supporting rationale reflecting the vote taken to the Department Chair. A copy will be made available to the applicant.

5. Department Chair. No later than the fourth Friday of February, the Department Chair will review the Application and recommend its approval or denial based on the College Standards and appropriate Department Standards.

The Department Chair will Deliver that recommendation and supporting rationale to the School Dean. A copy will be made available to the applicant.

6. School Dean. No later than the third Friday of March, the School Dean will review the Application and recommend its approval or denial based on the College Standards and appropriate Department Standards.

The School Dean will Deliver the recommendation and supporting rationale to the All College Promotion Committee. Copies will be made available to the Department Chair and the applicant.

7. All College Promotion Committee. No later than the first Friday of April, the CPC will review the Application, and each member will vote to recommend its approval or denial based on the College Standards and appropriate Department Standards. A tie will be treated in the same manner as a recommendation to approve.

The CPC will Deliver that recommendation and supporting rationale reflecting the vote taken to the Provost. Copies will be made available to the School Dean, the Department Chair, and the applicant.

8. Provost. No later than the fourth Friday of April, the Provost will review the Application, approve or deny it, and Deliver a letter informing the applicant of the decision, with copies to the School Dean, the Department Chair, and the associate provost. The associate provost will inform the members of the College Committee, and the Department Chair will inform the members of the Departmental Committee.

If the Application is approved, the applicant's tenured appointment with the rank of Professor will take effect at the beginning of the subsequent academic year.

9. Record Retention. All materials developed in the course of the promotion process will be retained in the Office of Academic Personnel.

D. Effect on Post-Tenure Review Schedule

If a faculty member declares an intent to apply for promotion to the rank of Full Professor in an academic year when the faculty member is scheduled to undergo a Post-Tenure Review, the Post-Tenure Review will be held in abeyance. If the faculty member withdraws his or her intent to apply for promotion to the rank of Full Professor prior to August 16, the Post-Tenure Review will resume as previously scheduled.

Any faculty member who withdraws his or her intent to apply or application materials after August 16 may not apply for promotion to the rank of Full Professor the following academic year. If the faculty member's Post-Tenure Review was postponed pending the

application for promotion, the Post-Tenure Review will be conducted the following academic year.

If a faculty member is denied promotion to the rank of Full Professor, his or her Post-Tenure Review clock resumes and the faculty member may not apply for promotion to the rank of Full Professor for the following two academic years.

A faculty member who is granted the rank of Full Professor will undergo his or her Post-Tenure Review every third year from the point of his or her appointment to Full Professor.

XX. SANCTION AND DISMISSAL OF FULL-TIME FACULTY MEMBERS

A. General Principles: The College is committed, consistent with its obligation of responsible management, to investigating and addressing faculty misconduct or neglect of professional responsibilities (1) that rises to the level of Cause or (2) that, while possibly not rising to the level of Cause, nevertheless violates College policies or is fundamentally inconsistent with an individual's position or responsibilities as a member of the College's faculty. (Any such misconduct or neglect of professional responsibilities is referred to as "Sanctionable Conduct.") The College will investigate promptly all allegations of Sanctionable Conduct and respond through appropriate disciplinary actions when such conduct is found to have occurred.

B. Cause

For purposes of this Statement, "Cause" includes:

1. Professional Incompetence;
2. Dishonesty in teaching, creative endeavors, research, representation of credentials, or other professional activity relevant to the performance of College responsibilities;
3. Sustained refusal or failure (a) to perform in an appropriate manner reasonably assigned College responsibilities or (b) to comply with established College policies;
4. Egregious or repeated misuse of the powers of the faculty member's professional position to solicit personal benefits or favors;
5. Harassment, discrimination, or other conduct that is destructive of the human rights or Academic Freedom of other members of the College community;
6. Violation of Law or College policies with respect to the possession, use, and distribution of alcohol, illegal drugs, and controlled substances, or
7. Other criminal, grave, or egregious conduct manifestly inconsistent with continued faculty appointment.

C. Sanctions

1. Authority. The College is authorized, in accordance with the procedures specified in [Section XX.C.2.](#), to sanction for Cause a faculty member not covered by a collective bargaining agreement. For the purposes of the preceding sentence, "to sanction" means

to take any disciplinary action against a faculty member (except dismissal of a faculty member with a Tenured Appointment).

2. Types.

- a. *Discrimination and Harassment.* The Department Chair, School Dean, or Provost may sanction a faculty member who is found to have engaged in conduct that violates the College's Anti-Discrimination and Harassment Policy. Except in the case of a faculty member with a Tenured Appointment, a sanction so imposed by the Department Chair, School Dean, or Provost may not be grieved or otherwise challenged or reviewed. In the case of a faculty member with a Tenured Appointment, a sanction so imposed by the Department Chair, School Dean, or Provost may be challenged or reviewed solely in accordance with the procedures outlined in [Section XX.E](#).
- b. *Other Conduct.* The Provost may sanction, after such investigation and in accordance with such procedures as the Provost believes to be appropriate, a faculty member not covered by a collective bargaining agreement who is found to have engaged in conduct prohibited by [Section XX.A](#). In such cases, the Provost may undertake such investigation, comply with such procedures, and impose sanctions under this [Section XX.C](#) with respect to such conduct. Prior to imposing any such sanction, the Provost's written statement setting forth the nature of, and reasons for, the proposed sanction will be Delivered to the faculty member. The faculty member will have ten Business Days to respond in writing to the Provost. Within ten Business Days after the faculty member's response is received or was due, a further written statement from the Provost containing a decision as to whether the sanction should be imposed will be Delivered to the faculty member. If the Provost decides the sanction should be imposed, a faculty member may challenge or seek review of the Provost's decision solely in accordance with the procedures outlined in [Section XX.E](#).

D. Dismissal of Tenured Faculty Members for Cause

1. Authority. The College is authorized, in accordance with the procedure in [Section XX.D.2.](#), to dismiss a faculty member with a Tenured Appointment for Cause. Prior to dismissing such a faculty member, the College will, in ordinary circumstances, attempt to correct the conduct giving rise to Cause by other less severe action. Dismissal is appropriate if such action has failed to end such conduct within a specified period of time or other less severe action is inappropriate and contrary to the best interests of the College because of the nature or seriousness of the conduct.
2. Process. In cases of alleged discrimination or harassment, the Provost will rely on the investigation conducted according to the Anti-Discrimination and Harassment Policy. In addition, the Provost may seek additional information as the Provost deems appropriate

and commence the dismissal process in this Section XX.D. In cases of conduct that is not, or is separate from, conduct that involves discrimination or harassment, the Provost will undertake such investigation and comply with such procedures as the Provost believes appropriate.

In such cases, the Provost may undertake such investigation, comply with such procedures, and commence the dismissal process in this [Section XX.D](#). After completion of either such investigations and procedures, the Provost may commence the process for dismissing a faculty member. A written statement from the Provost setting forth the nature of the Cause involved, the reasons dismissal is appropriate, and the effective date of dismissal (“Notice of Dismissal”) will be Delivered to the faculty member. Notwithstanding the faculty member’s right to seek review of the decision of dismissal in accordance with [Section XX.E](#), the Provost may, immediately upon Delivery of the Notice of Dismissal, suspend the faculty member (with, without, or at reduced pay) if the Notice of Dismissal contains a reasoned finding that (i) the continued participation of the faculty member in the affairs of the College is likely to be detrimental for, to be disruptive of, or to cause academic, psychological, or physical harm to the College, its students, or other members of its community; or (ii) the faculty member is refusing or failing to perform reasonably assigned College responsibilities. Any such suspension pending dismissal is not subject to challenge or review on any basis.

E. Review of Post-Tenure Review: Level Two Determination, Sanction or Dismissal of Faculty Member.

A faculty member who wishes to challenge or seek review of the Provost's Post-Tenure Review: Level Two determination pursuant to Section XVIII, or the Provost’s decision to sanction or dismiss the faculty member pursuant to Sections XX.C. or XX.D. may do so solely in accordance with the following provisions of this Section XX.E. allowing for a review by the Procedural Review Committee (“PRC”). If a faculty member challenges or seeks review of a Notice of Dismissal pursuant to Section XX.D., the effective termination date will be stayed pending the outcome of the review.

1. Appropriate Bases for Review. Under no circumstances is the PRC authorized to consider, pass on, or comment concerning the merits or substantive justification for the Provost’s Post-Tenure Review: Level Two determination or the sanction or dismissal of a faculty member with a Tenured Appointment. The PRC’s authority is limited to reviewing and commenting on allegations that the Post-Tenure Review: Level Two determination or the sanction or dismissal of a particular faculty member was based in significant degree on any of the following: (a) material, prejudicial mistakes of fact concerning the conduct the faculty member is alleged to have engaged in; or (b) material, prejudicial deviations from the procedures established by this Statement.
2. Commencement of Review Process. Within ten Business Days after the receipt of a notification of the Post-Tenure Review: Level Two determination, sanction, or the Notice of Dismissal, the faculty member may, by written application filed with the

Office of the Provost, request review of the Provost's decision by the PRC. Within fifteen Business Days after the receipt of such an application, the Provost will convene the PRC to consider the Provost's decision.

3. Proceeding. The PRC will utilize such procedures as it believes are appropriate to ensure a careful and complete review of all relevant facts. In all cases, the Provost will be responsible for presenting to the PRC the reasons for the decision to sanction or dismiss the faculty member and may do so in such manner, including the presentation of witnesses, as the Provost believes appropriate. The faculty member will have the right to make written and oral statements on his or her own behalf, to present witnesses and written statements by other persons with relevant information as determined by the PRC, and to be accompanied by an adviser of the faculty member's choice who will have only such rights to participate in the proceeding as the PRC determines.

The PRC will complete its proceeding within forty-five Business Days. After consideration of all matters it deems relevant, the PRC, by majority vote, will render a written decision as to whether the Post-Tenure Review: Level Two determination or the decision to sanction or dismiss the faculty member was based to a significant degree on either of the two factors listed in Section XX.E. The written decision of the PRC will be promptly Delivered to the President, the Provost, and the faculty member. Not later than fifteen Business Days after receipt of the PRC's decision, the faculty member and Provost may submit written comments on the PRC's decision to the President.

4. President's Decision. Not later than fifteen Business Days after the comments of the faculty member and Provost are received or were due, the President will render a final decision on the matter. The President's decision will be made in writing and will not be subject to further challenge or review. In the event the President affirms the decision to dismiss a faculty member pursuant to Section XX.D., the faculty member's appointment will terminate either immediately or on the effective termination date in the Notice of Dismissal, whichever is later. In the case of a dismissal pursuant to Section XX.D., the faculty member's compensation and benefits may be terminated immediately or continued for a stated period after his or her appointment has been terminated as the President specifies in his or her written decision.

XXI. TERMINATION OF FACULTY MEMBERS WITH TENURED APPOINTMENTS FOR REASONS OTHER THAN CAUSE

- A. **General Principles.** The Board of Trustees is ultimately responsible for the vibrancy of Columbia College Chicago's mission, the appropriateness of the areas of its academic focus, and the strength of its financial condition. When a serious problem exists in any of these areas, the Board of Trustees has a fiduciary responsibility to use its full authority to preserve the health and vitality of the College. In particular, the Board of Trustees may act if, at any time, it believes one or more of the following circumstances exists: (1) the College as a whole or a specific Area of Academic Focus faces imminent, serious financial difficulty, (2) a specific Area of Academic Focus no longer materially contributes to the mission or purposes of the College, or (3) a reallocation of resources is necessary or prudent

for the continued educational or financial vitality of the College as a whole or a specific Area of Academic Focus. (Any such circumstance is referred to as an “Adverse Circumstance.”) In the event the Board determines, in accordance with the provisions of [Section XXI.E.](#), that an Adverse Circumstance exists, the Board will direct the President to take such steps as it deems appropriate, which steps may include the termination of faculty members with Tenured Appointments. The authority of the Board of Trustees to make such a determination and to direct that such steps be taken is not subject to challenge or review.

- B. Advisory Report.** In the event the Board believes that a situation, condition, or development at the College (“Questioned Situation”) may be or may become an Adverse Circumstance, it will direct the President to prepare, within a specified period of time, a written report (“Advisory Report”) with respect to the Questioned Situation. In the Advisory Report, the President will (1) evaluate the nature, seriousness, and reasonably anticipated adverse effects of the Questioned Situation, (2) describe the steps that have been taken to address the situation, and (3) recommend the further steps that should be taken to address the situation, which further steps may include the termination of faculty members with Tenured Appointments. In the case of a Questioned Situation relating solely to a specific Area of Academic Focus, the President will include in the Advisory Report an evaluation of the availability of economically and academically reasonable measures for retaining all faculty members with Tenured Appointments, whether through reassignment or otherwise.
- C. Faculty Consultation.** Prior to presenting the Advisory Report to the Board of Trustees, the President’s Advisory Report will be Delivered in draft form to all members of the Executive Committee (“Committee”) of the Faculty Senate. The Chair of the Committee will then call a special meeting or meetings of the Committee for the purpose of discussing the draft Report, formulating comments on it, and developing recommendations as to the steps that should be taken to address the Questioned Situation. Within thirty Business Days after receipt of the draft Advisory Report, the Chair of the Committee will Deliver to the President the Committee’s written comments and recommendations.
- D. President’s and Committee’s Recommendations.** Within ten Business Days of receipt of the Committee’s comments and recommendations, but in no event later than the end of the period specified by the Board of Trustees, the final version of the President’s Advisory Report and the Committee’s written comments and recommendations will be Delivered to the Chair of the Board of Trustees.
- E. Board of Trustees’ Determination.** Based on the President’s Advisory Report, the Committee’s written comments and recommendations, and such other information as it deems relevant, the Board of Trustees will determine whether the Questioned Situation constitutes an Adverse Circumstance. In the event it determines that an Adverse Circumstance exists, the Board will direct the President to take such steps as it specifies. Such steps may include the termination of faculty members with Tenured Appointments only if the Board has considered the appropriateness, likely effectiveness, and availability of other means for addressing the Adverse Circumstance. In the case of an Adverse

Circumstance relating solely to a specific Area of Academic Focus, such other means will include any economically and academically reasonable measures recommended by the President or the Committee for retaining all faculty members with Tenured Appointments. In the case of any Adverse Circumstance, such other means will include reduction or cessation of programs or activities not directly related to the instruction of students, termination of faculty members with non-Tenured Appointments, the reduction of faculty and administrative compensation, and the reassignment of faculty responsibilities. The Board's authority, in the event of an Adverse Circumstance, to direct the President to take such steps as it specifies, including the termination of faculty members with Tenured Appointments, is not limited in any way by this Statement except to the extent of its obligation, in the specified circumstances, to consider the foregoing enumerated factors.

F. Faculty Terminations and Review. If the steps specified by the Board of Trustees to address an Adverse Circumstance include the termination of faculty members with Tenured Appointments, whether on a College-wide basis or in a specific Area of Academic Focus, the President will direct the Provost, after consulting with the School Deans, the Chairs' Council, and the officers of the Senate and giving due consideration to the College's needs and unique faculty situations, promptly to identify the faculty members whose Tenured Appointments are to be terminated and to notify such faculty members that their Appointments will be terminated at the end of the final year of the teach-out plan for the program as determined by the Office of the Provost. A faculty member may challenge or seek review of the determination to terminate the faculty member's Tenured Appointment solely in accordance with [Section XXII](#) (Review of Nonrenewal, Denial of Tenure, or Termination of Faculty Appointments).

G. Compensation. Any faculty member whose Tenured Appointment is terminated in accordance with the provisions of this [Section XXI](#) will be entitled to receive full compensation and benefits for the academic year following the year in which the faculty member's Tenured Appointment was terminated but otherwise will cease, as of the end of the academic year in which his or her Tenured Appointment was terminated, to have any privileges or obligations associated with a faculty appointment at the College.

XXII. REVIEW OF NONRENEWAL, DENIAL OF TENURE, OR TERMINATION OF FACULTY APPOINTMENTS

A. Scope. The review process and standards established by this [Section XXII](#) will be the exclusive means and bases for a faculty member to challenge or seek review of a determination (1) not to renew the faculty member's Associate Professor of Instruction or Professor of Instruction Appointment, (2) to terminate the faculty member's Associate Professor of Instruction or Professor of Instruction Appointment, (3) not to renew the faculty member's Tenure-Track Appointment, (4) not to grant the faculty member a Tenured Appointment, (5) to terminate the faculty member's Tenured Appointment for reasons other than Cause. Such a determination is referred to as "Nonrenewal, Denial of Tenure, or Termination."

B. Commencement of Review Process. A faculty member who has been given written notice of Nonrenewal, Denial of Tenure, or Termination may appeal that determination by filing with the Office of the Provost a written request for review within twenty Business Days of receipt of such written notice. Within fifteen Business Days after receipt of a written request for review, the Provost will convene the PRC to consider the Nonrenewal, Denial of Tenure, or Termination.

C. Appropriate Bases for Review. Under no circumstances is the PRC authorized to consider, pass on, or comment concerning the merits or substantive justification for the Nonrenewal, Denial of Tenure, or Termination. Issues such as the faculty member's performance or accomplishments or the justification for the Board of Trustees' determination that a Material Adverse Circumstance exists are outside of the PRC's authority. The PRC's authority is limited to reviewing and commenting on allegations that the Nonrenewal, Denial of Tenure, or Termination of a particular faculty member was based in significant degree on any of the following:

1. Personal beliefs, opinions, conduct, or artistic or other expressions that are protected by Academic Freedom;
2. Material, prejudicial mistakes of fact concerning the faculty member's performance or accomplishments, or
3. Material, prejudicial deviations from the procedures established by this Statement.

D. Proceeding. In considering the appeal, the PRC will utilize such procedures as it believes will ensure a careful and complete review of all appropriate allegations including consultation with and obtaining advice from the Office of the General Counsel. The faculty member seeking review will have the right to make a statement on the faculty member's own behalf, to present witnesses and written statements by other persons who have relevant information as determined by the PRC, and to be accompanied by an adviser of the faculty member's choice who will have only such rights to participate in the proceeding as the PRC determines.

The PRC will attempt to complete its proceeding within forty-five Business Days. After consideration of all relevant matters, the PRC, by majority vote, will render a written decision containing a reasoned conclusion as to whether the Nonrenewal, Denial of Tenure, or Termination was based in significant degree on any of the three factors outlined above. The written decision of the PRC will be promptly Delivered to the President and the affected faculty member. Not later than fifteen Business Days after receipt of the PRC's decision, the affected faculty member may submit written comments on the PRC's decision to the President.

E. President's Decision. Not later than fifteen Business Days after the faculty member's written comments are received or were due, the President's final written decision as to whether the determination of Nonrenewal, Denial of Tenure, or Termination is affirmed or will be reconsidered in accordance with a process specified in the President's decision will be Delivered to the faculty member. The President's decision is not subject to challenge or review on any basis.

XXIII. ALL COLLEGE TENURE COMMITTEE

- A. Purpose.** The All College Tenure Committee (“ACT Committee”) will be convened in order to participate in the procedures outlined in [Section XVII](#) (Grant of Tenured Appointments) and in [Section XVIII.C.](#) (Post-Tenure Review: Level Two). ACT Committee members should review Section II (General Principles) prior to participating.
- B. Composition and Term.** The ACT Committee will be composed of nine faculty members with Tenured Appointments. No two members of the ACT Committee will be from the same Department. Members of the ACT Committee will serve for terms of two years beginning on May 31 in the year in which they are selected. A member of the ACT Committee may serve for no more than two consecutive terms; there will be no limitation upon the total number of terms a member of the ACT Committee may serve.
- C. Selection of Members.** Six members of the ACT Committee will be elected by vote of faculty members with Tenured Appointments in an election conducted by the Senate. One member of the ACT Committee will be the Chair of a Department elected by the Chairs’ Council. Two members of the ACT Committee will be appointed by the Provost.
- D. Deliberations.** No member of the ACT Committee will participate in the evaluation of an applicant for a Tenured Appointment pursuant to [Section XVII](#) (Grant of Tenured Appointments) if that applicant or faculty member is, has been or will be in the same Department as the ACT Committee member or the ACT Committee member has served.
- E. Officers.** At the end of each academic year, the members of the ACT Committee will select a Chair and a Recorder from among themselves to serve for the next academic year.

XXIV. ALL COLLEGE PROMOTION COMMITTEE

- A. Purpose.** The All College Promotion Committee (“CPC”) will be convened in order to participate in the procedures outlined in [Section XIX](#) (Granting the Rank of Professor to Faculty with Tenured Appointments). CPC members should review Section II (General Principles) prior to participating.
- B. Composition and Term.** The All College Promotion Committee (“CPC”) will be composed of nine faculty members holding Tenured Appointments with the rank of Professor. No two members of the ACT Committee will be from the same Department. Members of the CPC will serve for terms of two years beginning on May 31 in the year in which they are selected. A member of the CPC may serve for no more than two consecutive terms; there will be no limitation upon the total number of terms a member of the CPC may serve.
- C. Selection of Members.** Six members of the CPC will be elected by vote of faculty members holding Tenured Appointments with the rank of Professor in an election

conducted by the Senate. One member of the CPC will be the Chair of a Department elected by the Chairs' Council. Two members of the CPC will be appointed by the Provost.

- D. Deliberations.** No member of the CPC will participate in the evaluation of an applicant for promotion to Professor pursuant to [Section XIX](#) (Granting the Rank of Professor to Faculty with Tenured Appointments) if that applicant or faculty member is, has been or will be in the same Department as the CPC member or the CPC member has served.
- E. Officers.** At the end of each academic year, the members of the CPC will select a Chair and a Recorder from among themselves to serve for the next academic year.

XXV. PROCEDURAL REVIEW COMMITTEE

- A. Purpose.** The Procedural Review Committee (PRC) will be convened in order to participate in the procedures outlined in [Section XX](#) (Sanction and Dismissal of Full-Time Faculty Members) and [Section XXI](#) (Termination of Faculty Members with Tenured Appointments for Reasons Other than Cause). PRC members should review [Section II](#) (General Principles) prior to participating.
- B. Composition and Term.** The Procedural Review Committee (PRC) will be composed of seven faculty members with Tenured Appointments. No two members will be from the same Department. Once elected, the PRC will select a member to serve as Chair of the PRC.

A member presumptively will be considered to have a conflict of interest if that member has brought a matter before the PRC within the last three years.

PRC members will serve staggered terms of two years beginning October 1. In the event the PRC is considering matters on October 1, the terms will be extended until the PRC is able to complete consideration of the case in progress. All cases that arise on or after October 1 will be considered by the newly formed PRC.

- C. Selection of Members.** Three faculty members with Tenured Appointments, one from each school, will be identified in an election conducted by the Faculty Senate, along with three alternates, one from each school. A fourth faculty member with a Tenured Appointment will be elected from the membership of the Faculty Senate, along with one alternate. Three Department Chairs will be elected by the Chairs' Council, one from each school, along with three alternates, one from each school. The Faculty Senate and the Chairs' Council will nominate faculty members with Tenured Appointments by whatever process each of the memberships agrees upon. The Faculty Senate elections will precede that of the Chairs' Council.
- D. Deliberations.** In the event any member of the PRC has a conflict of interest with a pending matter, that member shall be replaced by the alternate. A conflict of interest is defined in Section II.A. of this Statement. The ultimate determination of whether a conflict of interest exists is reserved to the discretion of the PRC.

Each member of the PRC shall have one vote of equal weight in any decision the PRC is called upon to make. In the event that the alternate likewise has a conflict of interest or is not available to fill a vacancy, then for the conflicted or unavailable proceeding only, the vacancy shall be filled by another of equal rank in the case of faculty, appointed by the Faculty Senate Executive Committee. In the case of a Department Chair, the officers of the Chairs' Council shall appoint a Department Chair. All alternate appointments shall be approved by the other PRC members. No member of the PRC shall serve a concurrent term on the ACT Committee.

XXVI. ACADEMIC PERSONNEL FILE

- A. Maintenance.** All materials in the possession of the College concerning the performance and accomplishments of a faculty member, including all materials developed in the course of the evaluation or promotion of a faculty member with a Teaching-Track Appointment, the annual evaluations of a faculty member with a Tenure-Track Appointment, the tenure application process, and Post-Tenure Evaluation, will be maintained in a file located in the Office of Academic Personnel, and subject to the control of the Office of the Provost. The faculty member will have access to the materials in this file during business hours according to the Illinois Personnel Records Review Act.

Persons other than the faculty member will have access to a faculty member's Academic Personnel File during business hours only with the approval of the Provost and only for purposes specified in [Section XXVI.B.](#) (Use of Materials in the Academic Personnel File).

- B. Use of Materials in the Academic Personnel File.** Materials in a faculty member's Academic Personnel File may be reviewed and used solely for purposes germane to the faculty member's status as an employee of the College, including, but not limited to, such matters as salary adjustment, professional counseling and development, renewal and nonrenewal of a Teaching-Track Appointment or Tenure-Track Appointment, denial of a Tenured Appointment, evaluation of the appropriateness of the grant of a Tenured Appointment, consideration of the performance and accomplishments of a faculty member with a Tenured Appointment, and evaluation of matters related to possible disciplinary action.

XXVII. REVIEW OF STATEMENT OF POLICY

- A. Periodic.** In the third full academic year after the amendment of this Statement, effective May 11, 2017, and at least every three years thereafter, the Provost will convene and chair a Statement Review Committee that will evaluate the implementation, reception, and effectiveness of this Statement and report to the Board of Trustees its findings and recommendations, if any, for modifications to this Statement.
- B. Composition.** The Statement Review Committee ("Statement Review Committee") will be composed of:

- The Provost;
- The General Counsel;
- The Associate Vice President of Human Resources;
- The Associate Provost for Academic Personnel;
- All Academic Deans;
- Three department chairs selected by the Chairs' Council;
- The President of the Faculty Senate;
- One faculty representative from the Faculty Affairs Committee of the Senate;
- One Tenured faculty member elected by the Senate, and
- One Teaching-Track faculty member elected by the Senate.

XXVIII. DEFINITIONS

A. Terms Defined in Previous Sections

1. “Academic Freedom” will have the meaning specified in Section I.A.
2. “Academic Personnel File” will have the meaning specified in Section XXVI.
3. “ACT Committee Report” will have the meaning specified in Section XVII.A.6.a.
4. “ACT Committee's Level Two Post-Tenure Report” will have the meaning specified in Section XVIII.C.3.
5. “Adverse Circumstance” will have the meaning specified in Section XXI.A.
6. “Advisory Report” will have the meaning specified in Section XXI.B.
7. “All College Promotion Committee (CPC)” will have the meaning specified in Section XXIV.A.
8. “All College Tenure (ACT) Committee” will have the meaning specified in Section XXIII.A.
9. “Application” will have the meaning specified in Section XIX.C.3.
10. “Application Year” will have the meaning specified in Section XV.B.
11. “Area of Academic Focus” will have the meaning specified in Section X.B.
12. “Assistant Professor of Instruction” will have the meaning specified in Section VI.A.
13. “Associate Professor of Instruction” will have the meaning specified in Section VI.B.
14. “Cause” will have the meaning specified in Section XX.B.
15. “College Policies” will have the meaning specified in footnote 2.
16. “College Standards” will have the meaning specified in XIX.A.1.
17. “Committee” will have the meaning specified in Section XXI.C.
18. “Comprehensive Three-Year Review” will have the meaning specified in Section XV.E.1.
19. “Criteria for Full-Time Faculty Appointments” will have the meaning specified in Section V.
20. “Department Chair’s Level One Review” will have the meaning specified in Section XVIII.B.3.

21. “Department Chair’s Tenure Report” will have the meaning specified in Section XVII.A.3.b.
22. “Department Chair’s Three-Year Report” will have the meaning specified in Section XV.E.2.
23. “Department Criteria” will have the meaning specified in Section V.D.
24. “Department Standards” will have the meaning specified in Section XIX.A.2.
25. “Dismissal of Tenured Faculty Members for Cause” will have the meaning specified in Section XX.D.
26. “Evaluation Areas for Teaching-Track Appointments” will have the meaning specified in Section V.A.
27. “Evaluation Areas for Tenured Appointments” will have the meaning specified in Section V.B.
28. “Evaluation of Faculty Members with Teaching-Track Appointments” will have the meaning specified in Section IX.
29. “Evaluation of Faculty Members with Tenured Appointments” will have the meaning specified in Section XVIII.A.
30. “Expedited Tenure Application” will have the meaning specified in Section XVII.B.2.
31. “Expedited Tenure Recommendation” will have the meaning specified in Section XVII.C.1.
32. “Extension of the Tenure-Track Period” will have the meaning specified in Section XV.C.1.
33. “External Reviewers” will have the meaning specified in Section XVII.A.1.a.
34. “External Reviewer’s Tenure Report” will have the meaning specified in Section XVII.A.1.c.
35. “Faculty Annual Activity Report” will have the meaning specified in Section IX.
36. “Faculty Evaluator” will have the meaning specified in Section XV.D.1.
37. “Faculty Member’s Level One Post-Tenure Report” will have the meaning specified in Section XVIII.B.6.a.
38. “Faculty Member’s Level Two Post-Tenure Report” will have the meaning specified in Section XVIII.C.2.
39. “Further Review” will have the meaning specified in Section XVIII.B.6.
40. “Nonrenewal, Denial of Tenure, or Termination” will have the meaning specified in Section XXII.A.
41. “Nonrenewal of Teaching-Track Appointments” will have the meaning specified in Section X.B.
42. “Nonrenewal of Tenure-Track Appointments” will have the meaning specified in Section XVI.A.
43. “Notice of Dismissal” will have the meaning specified in Section XX.D.2.a.
44. “Part-Time Faculty Appointment” will have the meaning specified in Section IV.A.
45. “Post-Tenure Review: Level One” will have the meaning specified in Section XVIII.B.
46. “Post-Tenure Review: Level Two” will have the meaning specified in Section XVIII.C.

47. “Post-Tenure Reviewing Faculty” will have the meaning specified in Section XVIII.B.6.b.
48. “Procedural Review Committee (PRC)” will have the meaning specified in Section XXIV.A.
49. “Professional Incompetence” will have the meaning specified in Section XVIII.C.4.b.
50. “Professor of Instruction” will have the meaning specified in Section VI.C.
51. “Provost’s Level Two Post-Tenure Report” will have the meaning specified in Section XVIII.C.4.
52. “Provost’s Tenure-Track Report” will have the meaning specified in Section XV.D.4.
53. “Provost’s Three-Year Report” will have the meaning specified in Section XV.E.4.
54. “Questioned Situation” will have the meaning specified in Section XXI.B.
55. “Review of Statement of Policy” will have the meaning specified in Section XXVII.A.
56. “Reviewing Faculty” will have the meaning specified in Section XV.B.
57. “Reviewing Faculty’s Tenure Report” will have the meaning specified in Section XVII.A.3.b.
58. “Reviewing Faculty’s Three-Year Report” will have the meaning specified in Section XV.E.2.
59. “Sanction and Dismissal of Faculty Members” will have the meaning specified in Section XX.
60. “Sanctionable Conduct” will have the meaning specified in Section XX.A.
61. “Sanctions” will have the meaning specified in Section XX.C.
62. “School Dean’s Level One Interview” will have the meaning specified in Section XVIII.B.5.
63. “School Dean’s Level One Post-Tenure Report” will have the meaning specified in Section XVIII.B.5.
64. “School Dean’s Level Two Interview” will have the meaning specified in Section XVIII.C.2.
65. “School Dean’s Level Two Post-Tenure Report” will have the meaning specified in Section XVIII.C.2.
66. “School Dean’s Tenure Report” will have the meaning specified in Section XVII.A.4.
67. “School Dean’s Tenure-Track Report” will have the meaning specified in Section XV.D.3.
68. “School Dean’s Three-Year Report” will have the meaning specified in Section XV.E.3.
69. “School’s Post-Tenure Report” will have the meaning specified in Section XVIII.B.6.c.
70. “Statement” will have the meaning specified in the preface of this Statement.
71. “Statement Review Committee” will have the meaning specified in Section XXVII.B.
72. “Teaching-Track Appointment” will have the meaning specified in Section IV.B.

73. “Teaching-Track Evaluation Process” will have the meaning specified in Section IX.
74. “Tenured Appointment” will have the meaning specified in Section IV.D.
75. “Tenure Dossier” will have the meaning specified in Section XVII.A.2.
76. “Tenure Rights” will have the meaning specified in Section V.B.
77. “Tenure-Track Appointment” will have the meaning specified in Section IV.C.
78. “Tenure-Track Evaluation” will have the meaning specified in Section XV.A.2.
79. “Tenure-Track Evaluation Process” will have the meaning specified in Section XV.D.2.
80. “Tenure-Track Evaluation Year” will have the meaning specified in Section XV.A.2.
81. “Tenure-Track Faculty Evaluation Forms” will have the meaning specified in Section XV.D.2.
82. “Tenure-Track Period” will have the meaning specified in Section XV.B.
83. “Three-Year Activity Statement” will have the meaning specified in Section XVIII.B.2.
84. “Three-Year Dossier” will have the meaning specified in Section XV.E.1.

B. Other Terms

1. Business Day. The phrase “Business Day” will mean a day, Monday through Friday, that the College is open for business.
2. Deliver. The term “Deliver” will mean (a) to mail by certified or registered mail, (b) to send by express courier such as Federal Express, (c) to Deliver by messenger or in person, or (d) to comply with any other delivery procedure specified by the Office of the Provost.
3. Chair and Department. In situations involving an academic unit of the College that is not a Department, all references to “Department” will be understood to be references to that unit and all references to “Chair” will be understood to be references to the Director of that unit.
4. Reviewing Faculty. All available members of the tenure-track faculty member’s Department who hold Tenured Appointments. This does not include the Department Chair, Acting or Interim Chair (if any) and those that hold administrative appointments outside the department.