California College of the Arts

Faculty Handbook
2019

Table of Contents

Introduction
- I.A. Mission and Values
- I.B. Accreditation
- I.C. Academic Structure
- I.D. CCA Seal and Colors

Chapter 1: Academic Organization and Governance
- 1.A. Board of Trustees
- 1.B. Academic Leadership
  - 1.B.1. President of the College
  - 1.B.2. Chief Academic Officer (Provost)
  - 1.B.3. Associate Provosts
  - 1.B.4. Deans
  - 1.B.5. Program Chairs
    - 1.B.5.a. Assistant/Associate Chairs
- 1.C. Faculty
  - 1.C.1 Ranked and Unranked Faculty
  - 1.C.2 Visiting Faculty
  - 1.C.3 Distinguished Professor
  - 1.C.4 Professor Emeritus
- 1.D Faculty Governance
  - 1.D.1 Faculty Senate
    - 1.D.1.a Senate President and Vice President
  - 1.D.2 Standing Committees
    - 1.D.2.a Selection of Standing Committee Members
    - 1.D.2.b Senate Executive Committee
    - 1.D.2.c Appointments, Promotion, and Tenure Committee (APT)
    - 1.D.2.d Curriculum Committee (CC)
  - 1.D.3 Other Faculty Committees
    - 1.D.3.a Collegewide Committees
    - 1.D.3.b Ad Hoc Committees
    - 1.D.3.c Grassroots Committees
  - 1.D.4. Evaluation of Administrators
    - 1.D.4.a. President
    - 1.D.4.b. Provost
    - 1.D.4.c. Associate Provosts and Directors

1.D.4.d. Deans
1.D.4.e. Program Chairs (Including Assistant and Associate Chairs)
1.D.5 Faculty Handbook Status and Revision Process

Chapter 2: The Ranked Faculty
2.A General Qualifications and Expectations
2.A.1. Additional Minimum Qualifications for Associate Professor
2.A.2. Additional Minimum Qualifications for Professor
2.A.3. Overview of Requirements by Rank
2.A.4. Benefits Eligibility
2.A.4.a. Parental Request for Deferral of Tenure Review
2.B. Hiring of Ranked Faculty
2.B.1. Hiring of Tenure-Track Faculty
2.B.2. Hiring of Tenured Faculty or Full Professors
2.B.3. Hiring and Reappointment of Ranked Renewable (RR) Faculty
2.B.4. Hiring CCA Alumni
2.C. Ranked Faculty Evaluations and Promotions
2.C.1. Promotion within Rank
2.C.2. Pretenure Review
2.C.3. Promotion to Rank and Tenure Review
2.C.3.a. Promotion to Rank for Ranked Renewable (RR) Faculty
2.C.3.b. Reviews of Applications for Tenure and for Promotion to Full Professor
2.C.3.c. Reviews of Applications for Tenure
2.C.3.d. Reviews of Applications for Promotion to Full Professor
2.C.4. Unsuccessful Promotion
2.D. Tenure and Long-Term Appointment Policies
2.D.1. Criteria for Consideration of Tenure
2.D.2. Eligibility for Consideration of Tenure
2.D.3. Locus and Limit of Tenure
2.D.4. Sabbatical Leave of Absence
2.D.4.a Half Sabbaticals
2.D.4.b Full Sabbaticals
2.D.4.c. Sabbatical Eligibility Notifications
2.D.4.d. Sabbatical Requirements
2.D.5. Reappointment of Retired Tenured and Emeriti Faculty
2.D.6. Low Enrollment and Course Cancellation
2.D.7. Low Enrollment and Course Load Reduction
2.D.8. General Reductions
2.D.9. Program Changes

2.D.10. Financial Exigency or Retrenchment
2.D.11. Changing Locus of Tenure
2.E. Separation
2.E.1. Nonreappointment of Ranked Faculty
2.E.2. Resignation
2.E.3. Dismissal of Ranked Faculty for Adequate Cause
2.E.4. Dismissal or Discipline for Adequate Cause Relating to Misconduct
2.E.5. Dismissal for Adequate Cause Relating to Unsatisfactory Performance
2.E.6. Dismissal for Adequate Cause Unrelated to Performance or Conduct
2.E.6.a. Prolonged Mental or Physical Illness
2.E.6.b. Changes in the Educational Program
2.E.6.c. Financial Exigency and Retrenchment
2.F. Academic Grievance Policies and Procedures
2.F.1. Grievance Procedure
2.F.2. Grievance Committee
2.F.3. Grievance Hearing
2.F.4. Outcomes

Chapter 3: Faculty Policies and Procedures

3.A. Academic Freedom and Professional Ethics
3.B. Faculty Absences and Leaves
3.B.1. Professional Absences
3.B.2. Extended Absences
3.B.3. Personal Leave
3.B.4. Jury Duty
3.B.5. Bereavement
3.B.6. Substitutes
3.C. Campus Resources
3.C.1. Libraries
3.C.2. Educational Technology Services (ETS)
3.D. Tuition Remission
3.E. Faculty Loan Fund
3.F. Health and Safety
3.F.1. Field Trips
3.F.2. Use of Vehicles on College Business
3.G. Ranked Faculty Contracts and Compensation
3.G.1. Paychecks
3.G.2. Salary Advances
3.G.3. Garnishment

3.G.4. Pay and Leaves of Absences
3.H. Files of Record

Chapter 4: Human Resources Policies
4.A. Equal Employment Opportunity & Disability Accommodation
4.B. Disability Accommodation
4.C. Prohibition of Unlawful Harassment
4.D. Sexual Harassment Defined and Prohibited
4.D.1. Procedure to Assist in the Implementation of the Policy Against Unlawful Harassment & Retaliation
4.D.2 Policy Prohibiting Close Personal Relationships in Teaching, Mentoring, and Supervisory Activities
4.E. Clery Campus Security Act
4F. Policy for Protection of Undocumented Students
4.G. Immigration Law Compliance
4.H. Compliance with California and Federal Drug-Free Workplace Acts
4.H.1. Employee Notification Statement
4.H.2. Employee Program
4.H.3. Notice of Employee Conviction
4.H.4. Sanctions and Rehabilitation
4.H.5. Good-faith Compliance Efforts
4.H.6. Employee Assistance
4.I. Policy on Workplace Violence
4.I.1. Definitions
4.I.2. Enforcement
4.J. Job Definitions
4.J.1. Faculty
4.J.2. Staff
4.J.3. Student Workers
4.J.4. Volunteers
4.K. Personal Data and Personnel Files
4.L. Paydays
4.L.1. Direct Deposit
4.M. Lactation Accommodation
4.N. Workers' Compensation
4.O. Leaves of Absence
4.O.1. Voting Leave
4.O.2. Family-School Partnership Act
4.O.3. Literacy Assistance

4.O.4. Time Off For Victims of Domestic Violence, Sexual Assault or Stalking Leave and Accommodation
4.O.5. Victims of Crime Leave
4.O.6. Volunteer Civil Service Personnel
4.O.7. Civil Air Patrol Leave
4.O.8. Organ and Bone Marrow Donor Leave
4.P. Family Medical and Military Leaves
4.P.1. Family and Medical Leave Act
4.P.1.a. Eligibility
4.P.1.b. Leave Available
4.P.1.c. Eligible Leave Reasons
4.P.2. FMLA Military Leave
4.P.2.a. Military Family Leave
4.P.2.b. Definitions
4.P.2.c. Eligible Leave Reasons & Duration
4.P.3. Pregnancy Disability Leave
4.P.4. Medical Leave of Absence Procedures
4.P.4.a. Notice and Certification Requirements
4.P.4.b. Compensation During Medical Leave
4.P.4.c. Benefits During Medical Leave
4.P.4.d. Reinstatement After Medical Leave
4.P.4.e. Return to Work/Fitness for Duty Medical Certifications

Appendices

Appendix A: American Association of University Professors (AAUP) Statement on Academic Freedom

Appendix B: AAUP Statement on Professional Ethics

Appendix C: Organization Charts and Job Descriptions
The Board of Trustees
Senior Cabinet
Job Descriptions
Executive Committee
Curriculum Committee
Academic Divisions and Programs
Undergraduate Degree-Granting Divisions and Programs
Graduate Degree-Granting Divisions and Programs
Non-degree Granting Division and Programs

Appendix D: Promotion-Related Resources and Process

Appointments, Promotion, and Tenure Committee, and its role in Faculty Review Processes
Faculty Record Report
Service Resources

Appendix E: Other CCA Organization and Governance Documents
Collective Bargaining Agreement
Board of Trustees Bylaws
CCA Staff Handbook
CCA Student Handbook
CCA Cares
CCA Benefits Guide
Faculty Absence Reporting

Appendix F: Glossary of Acronyms

Appendix G: The Handbook and Governance Structure History

PLEASE NOTE:
A glossary of acronyms is provided in Appendix F. This link will bring you to Appendix F in this document. This link will bring you to the glossary on Portal, which you may open in a new tab or window.

Introduction

I.A. *Mission and Values*

California College of the Arts educates students to shape culture and society through the practice and critical study of art, architecture, design, and writing. Benefitting from its San Francisco Bay Area location, the college prepares students for lifelong creative work by cultivating innovation, community engagement, and social and environmental responsibility.

As an educational and cultural institution, CCA believes in fostering the artistic and academic excellence of our students and faculty. We cultivate intellectual curiosity and risk taking, collaboration and innovation, compassion and integrity. As a global citizen and good neighbor, CCA believes in its role as a proponent of social justice and community engagement. We promote diversity on our campus by improving access and opportunities for underrepresented groups, and we see this endeavor as vitally enriching for everyone. We value sustainability and believe that as a school of the arts we have a unique ability and an ethical responsibility to shape a culture that is more environmentally responsible. We understand the importance of creative economies and the role of artists, designers, architects, and writers in solving social, cultural, environmental, and economic problems.

California College of the Arts is made up of the Board of Trustees, the administration and staff, the faculty, and the student body. Procedures for faculty governance, as well as ranked faculty classification, evaluation, promotion, tenure, separation, and grievance are documented in this Faculty Handbook.

I.B. *Accreditation*

CCA is accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC), the National Association of Schools of Art and Design (NASAD), and the National Architectural Accrediting Board (NAAB).

I.C. *Academic Structure*

The college offers undergraduate and graduate degree programs in disciplines within the broad areas of Architecture, Design, Fine Arts, and Humanities & Sciences, organized into four academic divisions. Additionally, the college offers public adult and youth programs that are specifically geared toward professional and academic advancement.

See Academic Divisions and Programs for a chart of academic divisions and programs.

I.D. *CCA Seal and Colors*

The CCA seal's left side represents fine arts. The small shields symbolize painting, drawing, and sculpture, respectively. The right side represents the crafts and includes such tools as a compass and a hammer. The motto "theory and practice" refers again to the arts (theory) and crafts (practice). At commencement, students receive scrolls tied with red and blue ribbons. Red symbolizes arts and blue represents crafts.

Chapter 1: Academic Organization and Governance

1.A. *Board of Trustees*

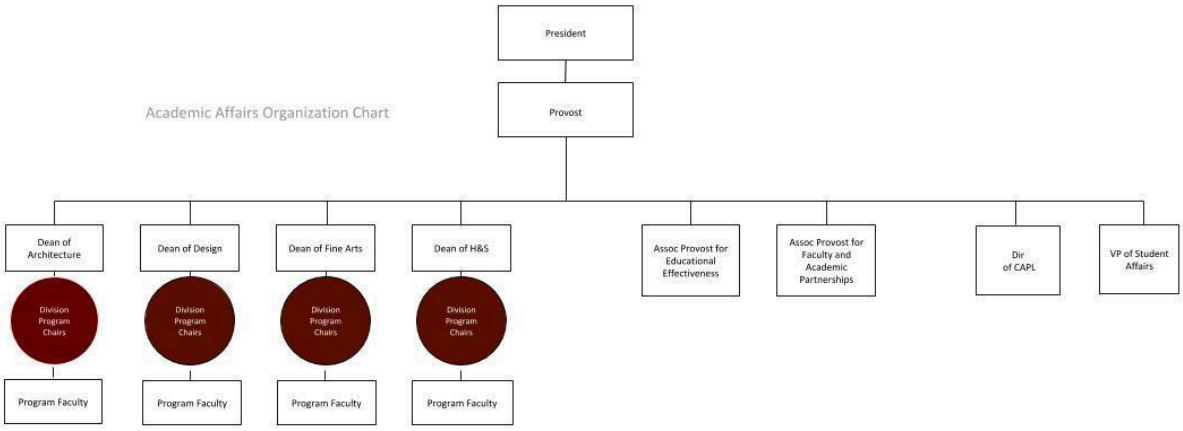
The corporate powers of California College of the Arts are vested in the Board of Trustees, through which the affairs of the corporation are administered and its property held in trust. The board consists of at least 15 and not more than 40 trustees. It is a self-perpetuating body that elects its own members by a majority of a quorum.

Trustees serve for three years. The board may assign new trustees for a first term that is lesser or greater than three years if necessary to maintain as nearly as practicable the principle that the terms of one-third of the trustees shall expire each year. Election to fill expired terms or vacancies of trustees may be held at any regular meeting of the board. Trustees may serve unlimited successive terms.

Senior Cabinet leaders, student leaders, and the president and vice president of the Faculty Senate are regularly invited to attend board meetings.

1.B. *Academic Leadership*

The academic leadership of the college consists of the president, the provost (chief academic officer), associate provosts, deans, and program chairs. Faculty have a role in evaluating the performance of these officers. (See Evaluation of Administrators) The provost and all other academic officers offer advocacy for the faculty role and oversee the academic environment, especially the teaching excellence of the college.



1.B.1. *President of the College*

The president of the college is delegated by the Board of Trustees to be responsible for the management of the college as a whole, including the regulation of all curricula and the institution of all administrative rules for faculty, students, and staff, and serves as a non-voting member of the board. With the consent of the board, the president fixes the length and divisions of the school year and may declare special holidays or vacation days.

The president is ultimately responsible to the board of trustees for all final decisions relating to appointments, promotion, and tenure, after receiving and considering decisions from the provost and recommendations from the Appointments, Promotion, and Tenure Committee (APT). With the advice and consent of the board, the president appoints all instructors and other members of the faculty and staff for such terms and at such compensation as the board may approve.

See Ranked Faculty Evaluations and Promotions for details about the APT process.

1.B.2. *Chief Academic Officer (Provost)*

The provost is the chief academic officer of the college and is responsible for providing leadership to the college and its faculty regarding its academic life and the development of its educational mission. The provost reports to the president and may exercise delegated authority in their absence to serve on any assignment the president deems necessary to support the college's mission. The provost serves as a non-voting ex officio member of the Board of Trustees and the Academic Committee of the Board of Trustees.

The provost works with the Faculty Senate officers; the Senate Executive Committee; the Appointments, Promotion, and Tenure Committee; the Curriculum Committee; and other collegewide committees.

The provost leads the formulation of academic policy, provides leadership to the deans who administer the various programs, supervises academic staff, and leads the implementation of the academic plan. The provost works with the associate provosts and the divisional deans to oversee curriculum planning and development for all academic programs of the college, and together with the associate provosts and the divisional deans is responsible for faculty recruitment, selection, development, and evaluation. When working with the Academic Committee of the Board of Trustees, the provost represents the Office of the President regarding academic affairs.

With the president, the vice president for finance and administration, and the deans, the provost manages the academic budget and related fiscal matters and regularly works with the deans, Faculty Senate officers, and the Executive Committee on academic policy.

As the chief academic officer working directly with the divisional deans, chairs, and faculty, the provost oversees the distribution of faculty classifications in order to maintain a reasonable and equitable distribution of ranked and unranked faculty in all programs and divisions. The provost shall be instrumental in soliciting faculty input for the evaluation of the president of the college and deans and shall also participate in an evaluation of the officers of the senate.

After receiving and considering the recommendation of program chairs and deans, the provost makes faculty appointments. The provost also promotes faculty within and to rank after receiving and considering the recommendations of the Appointments, Promotions and Tenure Committee.

1.B.3. *Associate Provosts*

The associate provosts work with the provost on the operations and leadership of Academic Affairs. On behalf of the provost, the associate provosts oversee assessment and accreditation, faculty development and advancement, academic exhibitions and public programs, international programs, interdisciplinary studies, diversity initiatives, and academic policy and procedure. The associate provosts also collaborate with the provost on other matters related to faculty hiring, curriculum development, accreditation compliance, academic administrative policies, academic planning, and educational initiatives and vision. The associate provosts may exercise delegated authority in the provost's absence regarding matters under the provost's purview.

Related link: Academic Affairs Leadership Position Descriptions

1.B.4. *Deans*

Deans are responsible for collegewide academic planning and for the vision, leadership, and administration of their respective divisions. Deans collaborate with and act as an advisory group to the provost and associate provosts of the college as representatives of the faculty. They are also responsible for setting annual goals within each division for enrollment, advancement, communications, and facilities. The deans report to the provost.

Each dean communicates and plans with other deans to foster effective use of shared resources. As academic leaders, deans provide counsel and leadership on collegewide initiatives and policies and run division-wide executive and curriculum committee meetings and faculty meetings to discuss curricular, organizational, and collegewide issues; these include interdisciplinary and diversity goals. In addition, they ensure that their faculty has a voice when major financial and strategic decisions are made.

Deans work with program chairs, faculty, and the Advancement Office to attract external forms of fiscal support for the divisions' curricular programs as well as to organize symposia, lectures, exhibitions, publications, and other activities. Furthermore, deans establish and enhance external academic and professional networks for the division.

In consultation with chairs, deans manage divisional faculty hiring. In consultation with program faculty, deans recommend program chair nominees to the provost within each division and, where appropriate, participate in determining the necessity for a ranked or tenure/tenure track chair search, oversee the administration of the search process, and make all final recommendations to the provost for approval. Program chairs and assistant or associate chairs report to their division dean.

The deans are supported by collegewide offices and departments, including the directors of academic administration and their staff, who report to the senior director of academic administration.

Deans are invited to present initiatives, projects, program successes, etc., to the Board of Trustees on a regular basis. The minutes of the Academic Committee of the Board are shared with the deans.

Typically deans are hired through a national search for a five-year term, with an option for renewal, or via an internal appointment at the discretion of the provost in consultation with the president, senior leadership and division chairs. A national search does not preclude an internal candidate.

1.B.5. *Program Chairs*

Program chairs are responsible for the vision, leadership, academic planning, and administration of their respective programs. Program chairs set academic and operational program goals in consultation with the dean and program faculty; oversee the daily operations of their academic program; build educational partnerships with other institutions and programs; and follow both Collective Bargaining Agreement (CBA) and Faculty Handbook procedures in order to work effectively with their faculty on evaluation, promotion, and tenure. Program chairs convene meetings of their program faculty regularly throughout the academic year to discuss the program's goals, the efficacy of its curriculum, and instructional organization.

Program chairs are also responsible for providing orientation, information, advice, curricular support, and assessment to all faculty teaching in their program. These duties include helping new faculty members acclimate to the formal and informal norms of their programs and the college. Program chairs also help faculty in their programs by encouraging the refinement and expansion of their teaching strategies; fostering the development of a

productive balance between research, teaching, and service; and guiding faculty in their progression toward promotion and tenure when appropriate.

All program chairs are appointed by the provost after receipt and consideration of recommendations from the appropriate dean or deans and program faculty. Where appropriate, program chairs may be hired through a chair search by recommendation of the dean and approval of the provost. Normally, program chairs are appointed to three-year terms that may be renewed pending a review led by the deans.. (See Evaluation of Program Chairs) Recommendation for renewal is made by the dean to the provost. Program chairs who were hired into a chair position through a national search undergo a regular review process and are subject to renewal based on the terms of their initial appointment contract.

In consultation with their faculty, program chairs work with and report regularly to their dean.

Related link: Program chair job description

1.B.5.a. *Assistant/Associate Chairs*

In exceptional cases where sufficient need is demonstrated based on enrollment, recruitment needs, curricular scope, external partnerships, etc., the provost may appoint an assistant or associate program chair to support in the administrative management of the program. All assistant/associate program chairs are appointed by the provost after receiving and considering recommendations from the appropriate dean, or deans, program chair, and program faculty. Normally, assistant/associate program chairs are appointed to three-year terms that may be renewed pending a review led by the dean. (See Evaluation of Program Chairs) Recommendation for renewal is made by the dean to the provost.

Assistant/associate program chairs also undergo a regular faculty review process and are subject to renewal based on the terms of their initial appointment contract.

The responsibilities of assistant/associate program chairs vary according to the needs of each program, and are determined in consultation with the dean and program chair. Responsibilities may include recruitment, curricular assessment, administrative support, and other duties as needed and determined by the program chair and divisional dean.

In consultation with their faculty, the assistant/associate program chairs work with and report regularly to their program chair. Assistant/associate chairs do not hold a supervisory role over other program faculty.

1.C. Faculty

The college faculty is comprised of ranked and unranked faculty, and visiting, distinguished and emeritus faculty. Each division and program is responsible for determining the composition of its own faculty, subject to the guidance of deans and approval of the provost. Generally, the college will pursue the goal of balancing lines in accordance with the following guidelines:

- 25-30% lines for ranked, tenured/tenure-track faculty
- 25-30% lines for ranked, renewable faculty
- 40-50% lines for unranked, visiting, distinguished, and emeritus faculty

Ranked tenure-track and tenured faculty are full-time employees (with five lines). All other faculty designations are part-time employees (with a maximum of four lines). Occasionally, visiting faculty may be full-time employees for the duration of their visit, and ranked renewable (RR) faculty in leadership positions may be full-time employees for the duration of their appointment to a leadership position.

1.C.1 *Ranked and Unranked Faculty*

Ranked faculty are those who carry the academic rank of assistant professor, associate professor or professor. Ranked faculty may be tenure-track, tenured or renewable. Ranked tenure-track and tenured faculty teach five lines annually. Ranked renewable (RR) faculty typically teach three or four lines annually.

Unranked faculty are those whose position carries the title of adjunct I, adjunct II or senior adjunct. On May 1, 2017, the Collective Bargaining Agreement (CBA) for regular unranked faculty went into effect. The CBA covers all regular unranked faculty in academic-degree-granting programs. Unranked faculty who have completed the teaching of one or more course lines at CCA in a degree-granting program in two different semesters become regular unranked faculty. See CBA for policy relating to this group.

1.C.2 *Visiting Faculty*

Visiting faculty are internationally, nationally, or regionally recognized practitioners. Visiting faculty may be hired for a period lasting up to three years. Pay rates shall be individually decided by the provost. Chairs or deans may propose to the provost visiting faculty hires for a variety of reasons: for example, to meet a specific curricular need unmet by existing faculty; as part of a recruitment strategy; to take advantage of a recognized practitioner or scholar who is temporarily located in the Bay Area; to increase the diversity of faculty with whom students are able to work; to bring in an industry- or non-academic-oriented

professional for their skillset; to maintain relevance and/or competitiveness across the field of higher education and comparable institutions; or as part of a partnership with an external organization.

Visiting appointments may be extended beyond a three year period with input from APT and approval from the provost. In such cases, the program chair will provide APT with a letter of recommendation for extending the term of the faculty's appointment, demonstrating continued need for the specific faculty member within the program. Visiting faculty may be required to provide a statement regarding their teaching and professional practice, a CV, and evidence of professional accomplishments. Academic Affairs will communicate specific requirements and deadlines to visiting faculty directly. APT will review these materials and make a recommendation to the provost as to whether or not to extend or reappoint the visiting faculty.

1.C.3 *Distinguished Professor*

Distinguished professors have an international reputation and are held as major influences in their fields by leading contemporaries. The dean may nominate internal or external candidates for distinguished professor status. The nomination must include a letter of recommendation from the dean or chair and documentation of the candidate's qualifications for this status, such as published statements by leading contemporaries about the candidate's influence in the field.

APT reviews the candidate's CV, teaching evaluations (if applicable), letters of recommendation, and other supporting materials. The APT committee makes its recommendation to the provost, who makes a recommendation to the president for final decision.

Teaching load limits, program and committee obligations, appointment terms, leaves, and evaluation schedule are decided by the provost in consultation with the candidate and dean. The expectation is that distinguished professor appointments will be part-time and rare.

Salary for distinguished professors is determined by the provost. The provost must disclose to the Executive Committee any salaries for distinguished professor that are higher than the highest full professor rate, and the incremental amount above the highest full professor rate must be funded from outside the faculty salary budget.

1.C.4 *Professor Emeritus*

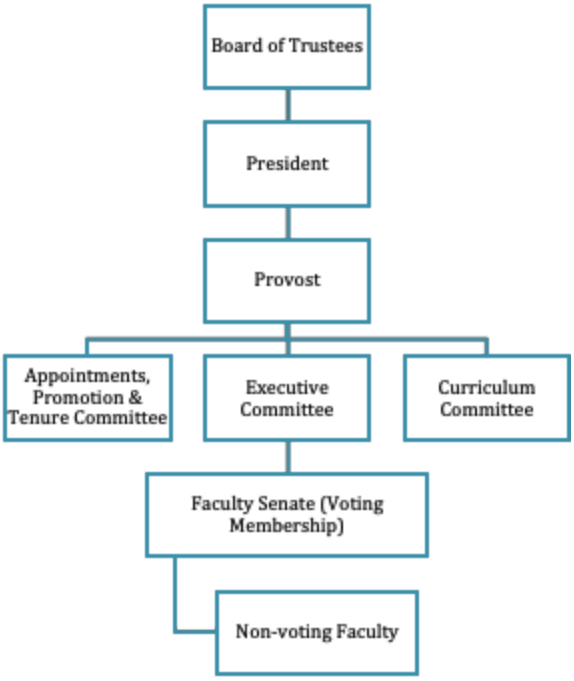
The title of professor emeritus is an honorary distinction conferred upon retirement of certain ranked faculty with a minimum of 10 years of distinguished service at the college in

the rank of professor or associate professor. The provost determines those suitable and requests nominations from appropriate chair or dean before forwarding candidates to the president for recommendation to the Board of Trustees. Upon board approval the president notifies the new faculty emeritus, and the provost informs the relevant dean and program faculty. The titles Professor or Associate Professor Emeritus confer on their holders certain benefits such as tuition remission, access to studios (unless access interferes with the instructional program), use of the library and the media center, access to CCA Google services, listing in appropriate publications of the college, and any other benefits stipulated by the president. See Reappointment of Retired Tenured and Emeriti Faculty for additional details.

1.D *Faculty Governance*

The aim of faculty governance is to carry out the college's mission through representational structures that support collegial dialogue among the faculty, administration, staff, and student body.

In order to nurture this collegial culture, the Faculty Senate, usually through its standing committees, may make formal recommendations to the administration and otherwise consult with or solicit information from the administration. Recommendations are forwarded in writing to the provost. The provost shall respond in writing to all written faculty recommendations. If the provost does not agree with the recommendation, the provost shall meet with the recommending body or its representatives to explain the reasons for their position and to explore means to resolve their differences.



Academic Governance Structure

Additional charts of faculty governance structures appear in Organization Charts.

1.D.1 *Faculty Senate*

The Faculty Senate, an independent body of the college, provides a forum for faculty debate and advises the president and/or provost on academic policy matters. Recommendations to the president and/or provost on academic policy matters and on significant decisions of the college affecting all programs of the college require a vote of the senate. Through votes, the Faculty Senate expresses the will of the faculty by making recommendations to the president and/or provost. The senate is comprised of all ranked and non-probationary unranked faculty. Probationary faculty as defined by the Collective Bargaining Agreement, visiting faculty, and emeritus faculty may attend meetings and contribute their views but may not vote. At its discretion, the Executive Committee may extend voting privileges to these faculty on specific matters.

Matters to be voted upon must first be brought to a senate meeting for discussion. At this meeting, amendments may be made by motion from the floor of the senate, if the motion receives a simple majority of voting members in attendance. Matters may be placed before the senate for a vote either by the Executive Committee or by a motion from the floor of the

senate if the motion receives a simple majority of voting members in attendance. An official passing vote of the senate consists of 50 percent plus one of those casting ballots (a simple majority). Official balloting is normally done via a secure webpage.

The Faculty Senate meets at least twice a year at the behest of the senate president. Additional meetings may be called by majority vote of the Senate Executive Committee, by petition of 20 percent of the Faculty Senate membership, or by the provost.

The Faculty Senate shall meet during the two Faculty Weeks, in the fall the week before classes begin and in the spring the week after classes end. All Faculty Senate members are required to be available for meetings during the two Faculty Weeks.

1.D.1.a *Senate President and Vice President*

The Faculty Senate president, with the vice president, convenes the Executive Committee, sets its goals for the academic year, and communicates these goals to the senate. They set the agenda for each meeting of the Executive Committee and senate and lead discussions on agreed-upon topics. As Faculty Senate leaders, they devise a plan to assess and evaluate Executive Committee operations and those of faculty governance as a whole.

The senate president serves as a member of the college president's senior cabinet.
The vice president records the minutes of Executive Committee meetings, ensures timely distribution of the minutes to Executive Committee members for their approval, and posts the approved minutes on Vault, where they can be accessed by all faculty.

The senate president and vice president are invited to the Board of Trustees general meetings to provide opinions of faculty to the board. The senate president and vice president serve as the senate's direct line of communication to the board.

1.D.2 *Standing Committees*

There are three faculty standing committees in the college: Executive Committee (EC); Curriculum Committee (CC); and Appointments, Promotion, and Tenure Committee (APT).

APT and CC will have nine members, and the EC will have 11 members, including the Faculty Senate president and vice president. The term of service is three academic years, and terms are staggered so that generally there are three new faculty appointed to each committee, effective with the commencement of each academic year.

For the purposes of conducting business and voting, all three committees must have a quorum of two-thirds (seven members for EC and six for APT and CC) in order to meet.

1.D.2.a *Selection of Standing Committee Members*

Each year in the spring, the Faculty Senate president will call for nominations from the Faculty Senate for service on the three standing committees: the Executive Committee; the Appointments, Promotion, and Tenure Committee; and the Curriculum Committee.

Any faculty member who is a voting member of the Faculty Senate (see Faculty Senate) may be nominated for appointment to a position on a standing committee, and senate members may nominate any number of faculty members, including themselves. Nominees to APT must satisfy a further set of conditions that will limit the nomination pool for this committee (see Appointments, Promotion, and Tenure Committee (APT)).

The president and vice president of the faculty senate, the chairs of CC and APT, and the provost or the associate provost for faculty and academic partnerships together review the pool of nominees and, with regard for the needs of the standing committees, select nominees to be appointed to specific vacancies.

The terms of the new members will begin during the fall Faculty Week of the following academic year, and each faculty member appointed to a standing committee will serve a three-year term. The provost may request alternative term lengths on occasion.

In choosing appointments from among the nominees, this group will ensure that the distribution of faculty amongst the standing committees includes representation from faculty teaching in all of the college's divisions. Consideration should be given to include a combination of graduate and undergraduate faculty; tenured, ranked renewable (RR), and non-probationary unranked faculty; senior and newly appointed faculty. Unranked faculty may serve on college-wide committees, when decided by the provost. See Article 20 of the Collective Bargaining Agreement. Since the president and vice president of the EC and the chair of APT assume individual responsibility for committees representing ranked faculty in policy discussions and review processes, only ranked faculty may be considered for these roles.

In addition, in choosing appointments from among the nominees, issues of diversity will be considered. Each committee will include nominees with a demonstrated interest in advancing the college's promotion of a faculty body that is increasingly diverse according to appropriate equal employment opportunity criteria, including gender, race, and national origin.

The senate president and vice president are elected to serve three-year terms by a simple majority of the senate after nomination by the Executive Committee. The Executive Committee will put forward nominees no later than the end of spring break preceding the end of the Faculty Senate president's or vice president's term. Senate president and vice president terms should be staggered when possible to provide continuity in faculty

leadership. Chairs of the other standing committees should be nominated and elected by the committees themselves, ideally from within the committees. In cases where a suitable member is not available to be elected chair, the committee will work with the provost or associate provost to identify a chair from among qualified faculty.

The chairs of the Appointments, Promotion, and Tenure Committee and the Curriculum Committee are elected for two-year terms by the continuing members of each committee. At the will of the committee and request of the provost, faculty members serving as chairs may agree to extend their term up to five years. The selection of chairs will be completed no later than the conclusion of the academic year, and the chairs will assume their responsibilities at the beginning of the next academic year.

1.D.2.b *Senate Executive Committee*

The Executive Committee is the executive arm and representative body of the Faculty Senate**,** and it acts on behalf of the faculty as a whole. It functions as a forum for debate, discussion, and deliberation on all matters of interest to the college faculty. The Executive Committee also serves as the primary vehicle of communication between the members of the senate, and the president and provost.

The Executive Committee leads the senate in deliberations on issues affecting the college as a whole, such as substantial changes in college mission; additions or changes in the number and missions of major programs; changes in curricular requirements applying to all undergraduate students; policy changes in the Faculty Handbook; and changes in the structure of faculty compensation.

The Executive Committee shall consult with relevant faculty committees prior to making a recommendation to the provost. The Executive Committee may seek consultation with and information from pertinent administrative staff in order to conduct its business. It works with the president of the college; the provost; the associate provosts; the deans; the vice president for finance and administration; and student representatives.

The Executive Committee is comprised of the Faculty Senate president, who serves as the committee's chair, vice president, and nine members of the Faculty Senate, each serving a three-year appointment. The Executive Committee meets five times per semester or at the initiative of the senate president. Membership on the Executive Committee shall be strictly nonhierarchical, without regard to rank, status, or length of service. (For principles guiding the makeup of the committee, see Selection of Standing Committee Members)

The Executive Committee is responsible for advising the academic administration on a broad range of college policies and activities that include but are not limited to: strategic issues; policies and issues that affect faculty life; and the various resources and capacities of

the college in the service of educational effectiveness. It may also initiate proposals for consideration as collegewide policies, to be delivered to the provost as formal faculty recommendations. The Executive Committee may call meetings of the Faculty Senate to deliberate and, if necessary, vote on important issues that affect the faculty.

In partnership with academic administration, the Executive Committee is responsible for the maintenance and revision of the faculty handbook. Any revision of the handbook requires a senate vote to be ratified. (See Faculty Handbook Status and Revision Process) The faculty handbook is the primary vehicle for articulating the Executive Committee's role in collegewide policy and faculty governance oversight and assessment responsibilities. The Executive Committee is not responsible for matters relating to the Collective Bargaining Agreement.

The Executive Committee delegates research tasks to standing and ad hoc committees, whose findings, after consideration by the Executive Committee and consultation with constituents, may serve as the basis for motions placed by the Executive Committee before the Faculty Senate for a vote.

The Executive Committee is also charged with developing and implementing a timely assessment of faculty governance as a whole, including how governance committee members are selected; the number and distribution of representatives from each area; and communication between the Executive Committee, faculty, and administration. The Executive Committee brings its findings to the senate for consideration and action.

The academic administration may request that items be added to the agenda of the Executive Committee. The Executive Committee may request additional information, context, and expectations to be provided or outlined prior to inclusion on the agenda.

Guests may attend Executive Committee meetings by request or invitation, with a clear statement in advance that they are attending for information-sharing and consultation purposes. Other faculty at large may ask to attend to present a specific issue, stated in writing and furnished to the Executive Committee at least two weeks prior to the meeting.

Summaries of the minutes of the Executive Committee and senate shall be posted on Vault, where they can be accessed by all faculty. However, these minutes shall not include deliberations and actions on confidential matters, the absence of which shall be noted in the minutes.

See Executive Committee for more information.

1.D.2.c *Appointments, Promotion, and Tenure Committee (APT)*

The Appointments, Promotion, and Tenure committee (APT) reports to the provost and works with the Executive Committee on faculty policy and procedures. The APT committee also works with the deans on faculty appointments, promotion, and tenure. APT is a standing committee consisting of nine senate members. All members must have worked at the college for a minimum of seven calendar years. The members and representatives of APT are selected according to the procedure outlined in Selection of Standing Committee Members with care to ensure broad disciplinary representation. Each member serves a three-year term. The chair of APT will typically be selected by the committee members and must be a ranked faculty member.

The APT committee recommends actions pertaining to advancement within and promotion to rank, change in status, and assignment of tenure to the provost, who makes the decision or, in the case of tenure, forwards the recommendations to the president of the college for decision.

See Appointments, Promotion, and Tenure Committee for more information.

1.D.2.d *Curriculum Committee (CC)*

The Curriculum Committee (CC) reports to the provost, works with the Executive Committee and deans in consultation with program chairs and faculty on curricular policy, and provides oversight in changes to the college curriculum. The CC is a standing committee consisting of nine senate members selected by the process outlined in Selection of Standing Committee Members. Each member serves a three-year term. The chair of the CC will typically be selected by CC members.

The CC consults on collegewide academic initiatives, significant curricular revisions, cross-program degree requirements and new course offerings as determined by the registrar or Academic Affairs, initiation of new programs, assessment of learning objectives, and other collegewide curricular issues. The CC provides guidance and advocacy for faculty on curriculum in response to the goals, values, and needs of the academic community of the college. The CC then recommends actions on these matters to the Executive Committee, the deans, and the provost.

The CC's agenda is set by the CC in consultation with the provost, the deans, and the Executive Committee. The CC shall respond to all curricular matters put before it by the provost. Other members of the academic administration may also request items be added to the agenda. The committee may request additional information, context, and expectations to be provided or outlined in advance of the meeting, prior to inclusion on the

agenda. The CC may request a report from the provost or other relevant party on what action will be taken regarding its recommendations.

See Curriculum Committee for more information.

1.D.3 *Other Faculty Committees*

Participation in faculty committees constitutes collegewide service. Emeritus professors may be invited to serve on committees but are not required to do so. Committee service by unranked faculty members is defined in the Collective Bargaining Agreement, Article 20: Committee Service By Unranked Faculty Members.

1.D.3.a *Collegewide Committees*

The president or provost of the college, or other senior staff, may establish collegewide committees to address both immediate and long-term issues and which may include faculty representation. Examples of these committees include the President's Diversity Steering Group, President's Sustainability Steering Group, and the Teaching and Learning Technology Committee..

1.D.3.b *Ad Hoc Committees*

The Executive Committee shall appoint senate members to ad hoc committees to address specific issues as they arise. The chairs of these ad hoc committees serve as non-voting members of the Executive Committee for the duration of their assignment and may be invited to attend Executive Committee meetings when their assignment is on the agenda.

1.D.3.c *Grassroots Committees*

These committees represent the unique concerns of those who believe they are inadequately represented in the Faculty Senate structure. The senate encourages the formation of grassroots committees comprised of faculty from any area of the college. If a faculty group wants further representation of its particular concerns, it is encouraged to form such a committee to seek action at the administrative level. The committee chair reports to the Executive Committee.

1.D.4. *Evaluation of Administrators*

Formal performance evaluations of non-faculty employees of the college are conducted annually. The primary basis for evaluation is an assessment of the administrator in relationship to the job description of each position as well as the responsibilities described in the Faculty Handbook.

Direct input from the president and vice president of the Faculty Senate, in consultation with the Executive Committee, should be solicited for all college positions for which this is deemed relevant by the supervisor.

Related: Academic Affairs Organizational Chart

1.D.4.a. *President*

The annual review of the president is conducted by the chair of the Board of Trustees. As part of this review, it is recommended that they solicit input from faculty members via the Executive Committee and the provost.

1.D.4.b. *Provost*

For the annual evaluation of the provost, input will be solicited by the president of the college from a selection of current and former Faculty Senate presidents and vice presidents, standing committee chairs, and divisional deans. This review should also assess the provost's responses to recommendations made by the faculty through the Executive Committee. Additional input from select program chairs may be solicited as needed.

1.D.4.c. *Associate Provosts and Directors*

The annual evaluation of the associate provosts and directors is conducted through Human Resources as part of all staff annual evaluations. As part of that process, the provost or appropriate supervisor will solicit feedback from those faculty who have worked most closely during the review period with the person being evaluated, including chairs of standing governance committees.

1.D.4.d. *Deans*

At the end of each academic year, the provost will meet with deans for an evaluation of their performance. The provost and dean will review the dean's year-end report and goals documents.

The evaluation procedure for divisional deans on five-year terms ordinarily follows the steps outlined below:

1. During semester nine, the provost, in consultation with the president, may solicit a statement of the dean's interest in continuing after semester ten.

2. If the dean is interested, they will submit a letter to the provost stating this interest, detailing accomplishments in the position to date and outlining goals for the next appointment; this step is completed by the first week of semester ten.

3. The provost requests confidential evaluations from the division's ranked faculty members, with emphasis on input from program chairs.

4. Additionally, the provost seeks input from the director of academic administration, as well as the vice presidents of Advancement, Communications, and Enrollment Services.

5. The provost reports to the president of the college on the findings of the review and makes an evaluation/recommendation regarding the dean's continuance.

This process should be completed no later than the middle of semester ten, and the dean should be informed of the decision no later than week ten of semester ten.

1.D.4.e. *Program Chairs (Including Assistant and Associate Chairs)*

At the end of each academic year, deans ordinarily will meet with chairs for an evaluation of their performance. The dean and chair will review the chair's year-end report and goals documents. The dean will submit a written summary of the evaluation to Academic Affairs for the chair's file of record.

The evaluation procedure for program chairs on three-year terms seeking renewal generally follows the steps outlined below:

1. During semester five, the dean, in consultation with the provost, may solicit a statement of the chair's interest in continuing after semester six.

2. If the chair is interested, they will submit a letter to the dean stating this interest, detailing accomplishments in the position to date and outlining goals for the next three years by the first week of semester six.

3. The dean requests letters of evaluation/recommendation from two ranked faculty members in the program. The letters should describe the faculty members' experiences of working under the chair.

4. If the chair works closely with other divisional chairs, the dean requests a letter from one of them reviewing the chair's performance.

5. The dean provides an opportunity for all program faculty and key staff to provide additional information about the chair's performance.

6. The dean shares the findings of the review with the provost and makes a recommendation regarding the chair's continuance.

7. The provost makes a final determination regarding the reappointment of the program chair.

This process should be completed no later than the middle of semester six, and the chair should be informed of the decision no later than week ten of semester six.

1.D.5 *Faculty Handbook Status and Revision Process*

The official and operational version of the Faculty Handbook shall be provided to all faculty via Workday and exist in the form of a PDF document posted on the college's website, accessible to all faculty, staff, and administrators. The current version of the handbook shall be identified by a version number that correlates with the date of its update (eg v.2018.09.01).

It shall be the responsibility of the Faculty Senate president to oversee the solicitation of handbook revisions and policy reform content from all relevant faculty and administrative bodies, ideally on an annual basis. As the handbook serves a legal compliance function, the administration may require review by the college's attorney of any proposed revision language. Regardless of their origin and nature, changes to all chapters of the handbook must be reviewed by the Executive Committee and submitted for a vote by the Faculty Senate. Only ranked members of the faculty senate may vote on sections relating solely to ranked faculty. Changes to the non-binding appendices may originate from faculty governance committees or Academic Affairs, and will be reviewed by both the provost and the Executive Committee, and voted for approval by the EC as appropriate. Academic Affairs will then communicate and distribute updated versions to all faculty.

Informal meetings of senate members shall be called by the Executive Committee to discuss the intent and implications of proposed revisions and reforms. All senate members will be provided with proposed revisions in advance of an official vote.

Chapter 2: The Ranked Faculty

Ranked faculty are all teaching personnel holding the academic rank of assistant professor, associate professor, or professor. Ranked faculty includes both tenured/tenure-track faculty and renewable faculty with multi-year appointments. The provost makes the determination of rank for initial placement.

Tenured/tenure-track ranked faculty must be selected through a national or international search, as described in Hiring of Tenure-Track Faculty, and their appointments are full-time. In addition to serving the needs of programs, they serve the long-term mission and direction of the college.

Ranked renewable (RR) faculty are selected through local or regional searches and with few exceptions (such as an RR faculty member appointed as a governance committee or program chair), RR appointments are part-time. Their functional and service roles are similar to tenured/tenure-track faculty but commensurate with line commitment.

2.A *General Qualifications and Expectations*

Ranked faculty positions serve specific instructional needs of the college. Faculty in these positions are expected to teach, maintain an active professional practice in their field(s) of expertise, and provide service to the college and community.

Minimum Qualifications for Assistant Professor

- Terminal degree or equivalent in a field relevant to teaching assignments;
- Teaching experience at an accredited institution of postsecondary education;
- CCA's judgment of evidence of professional activity in area of expertise;
- CCA's judgment of evidence of involvement in and service to educational institution(s).

Exceptional strength in one or more areas may or may not be judged to compensate for lesser accomplishment in another, although professional or service performance may never substitute for lack of teaching excellence at an appropriate institution.

Tenure-track faculty may be contracted for no more than five teaching lines per academic year. Ranked renewable faculty may be contracted for no more than four teaching lines per year, with the exception of those holding concurrent faculty leadership positions.

Expectations Related to Instruction
Ranked faculty are expected to attend all scheduled course meeting sessions. Guidelines regarding faculty absences are outlined in Faculty Absences and Leaves. Teaching and instruction-related responsibilities constitute 45% of each ranked faculty's overall evaluation.

Ranked faculty are expected to:

- Maintain competence and currency in the field of instruction and effectively bring this expertise to bear on instruction.
- Develop and/or revise a course section description that is consistent with the general course description of record.
- Develop syllabus, assignments, activities, curricula, and policies in accordance with program policies and directives, and in keeping with any course-specific learning outcomes that have been designated or provided by the program chair. [Information/templates regarding syllabi on Portal]
- Submit syllabus and required textbook information by the deadlines established by the college.
- Prepare for class; plan, coordinate, and lead all classroom activities; and assist students with course materials.
- Regularly monitor student progress, provide feedback and grades to students, and discuss performance with students.
- Use CCA email addresses and servers for all CCA communications.
- Submit grades for all students by the deadline established by Student Records.
- Attend meetings related to curricular and teaching obligations when required.
- Participate in course, program, and college assessment and accreditation activities.
- Apprise the program chair, designated coordinator, program expert, advising staff, and/or administrative staff of any concerns regarding students as needed.

In addition to assigned classes, ranked faculty members are expected to attend all academic meetings to which they are invited. These include program, divisional and collegewide meetings; fall and spring Faculty Week events; annual commencement; and faculty senate meetings.

In the case of unavoidable absences the faculty member must notify the appropriate program chair, program manager, or the organizer of a meeting ahead of the absence or as soon as possible once it occurs.

Professional Achievement
Faculty are expected to contribute to their fields of practice in substantive ways throughout their careers. The quality, scope and stature of professional achievement should be commensurate with the rank of the faculty member and of the college (See Overview of

Requirements by Rank). The college considers professional practice to constitute 33% of each faculty's overall evaluation.

Service
Committee service and other service to the college is required for all ranked faculty. Service expectations are commensurate with teaching lines. For example, a faculty member with an average course load of three lines per year is not expected to provide as much service as one with a five-line appointment. Faculty service constitutes 22% of the overall evaluation of each ranked faculty member.

Ranked faculty are expected to schedule a meeting with their chair to discuss service opportunities and load on an annual basis. Service opportunities should be discussed between faculty member and program chair or dean in advance of undertaking tasks or assignments.

Resources related to service opportunities are available from Academic Affairs. This link includes examples of program, division, and college-wide service. Also, see Service Resources.

Note: Paid coordinatorships, stipended work, or any work related specifically to a faculty member's instructional duties (e.g. syllabus creation/revision, participation in assessment work, attendance at program/division/senate faculty meetings, etc.) are not considered service, and are part of a ranked faculty's regular work expectations as outlined under Expectations Related to Instruction above.

Other Duties
All faculty members are expected to abide by campus operational policies of the college; however, it is the responsibility of the college to give appropriate advance notice of policy and operational changes, and to include information concerning the changes in faculty orientation and training sessions.

All faculty are expected to participate in ongoing trainings and respond to CCA communications from faculty leadership and staff in a timely manner. All faculty are expected to engage with staff, students, and faculty across the college in a collegial and professional manner.

All faculty are required to acknowledge receipt and/or sign all official documents (such as contracts, appointment letters, and promotion review outcome letters) sent to them by the deadlines established by Academic Affairs.

Associate and professor ranks have additional minimum qualifications for initial appointment and for promotion. Satisfaction of such additional minimum qualifications does not guarantee either initial appointment or subsequent promotion.

2.A.1. ***Additional Minimum Qualifications for Associate Professor***

- At least six years full-time equivalent (FTE) teaching experience at an accredited institution of postsecondary education.
- CCA's judgment of sustained teaching excellence indicated by professional evaluation/recommendations, syllabi, and student reviews.
- CCA's judgment of evidence of professional engagement/achievement recognized beyond the Bay Area.
- CCA's judgment of evidence of recognized service to the external professional community (such as grants, panels, boards, competitions, and juries).

2.A.2. ***Additional Minimum Qualifications for Professor***

- At least 12 years FTE teaching experience at an accredited institution of postsecondary education.
- CCA's judgment of evidence of sustained teaching excellence indicated by professional evaluation/recommendations, syllabi, and student reviews.
- CCA's judgment of evidence of professional engagement/achievement recognized nationally/internationally.
- CCA's judgment of evidence of educational leadership.
- CCA's judgment of evidence of recognized service to the regional, national, or international community.

2.A.3. *Overview of Requirements by Rank*

Minimum Requirements	Assistant Professor	Associate Professor	Professor
Education	Terminal degree or equivalent in a field relevant to teaching assignments	Terminal degree or equivalent in a field relevant to teaching assignments	Terminal degree or equivalent in a field relevant to teaching assignments
Teaching	Teaching experience at an accredited institution of postsecondary education	At least six years FTE teaching experience at an accredited institution of postsecondary education	At least twelve years FTE teaching experience at an accredited institution of postsecondary education
		CCA's judgment of evidence of sustained teaching excellence indicated by professional evaluation/recommend-ations, syllabi, and student reviews	CCA's judgment of evidence of sustained teaching excellence indicated by professional evaluation/recommend-ations, syllabi, and student reviews
Professional Practice	CCA's judgment of evidence of professional activity in area of expertise	CCA's judgment of evidence of professional engagement/achievement recognized beyond the Bay Area	CCA's judgment of evidence of professional engagement/achievement recognized nationally/internationally
Service	CCA's judgment of evidence of involvement in and service to educational institution(s)	CCA's judgment of evidence of recognized service to the external professional community such as grants, panels, boards, competitions, and juries	CCA's judgment of evidence of educational leadership
			CCA's judgment of evidence of recognized service to the regional, national, or international community

2.A.4. *Benefits Eligibility*

All ranked faculty who receive annual contracts are offered medical, dental, and life insurance, as well as flexible spending account, commuter, and 403b retirement plans coverage in a variety of packages. Contact Human Resources for current benefit options.

Related link: CCA Benefit Guide

2.A.4.a. Parental Request for Deferral of Tenure Review

Any tenure-track faculty member who becomes the parent of a child by birth or adoption during the pretenure period may ask the provost to approve a one-year extension of the tenure clock in order to accommodate a leave of absence.

2.B. *Hiring of Ranked Faculty*

Ranked faculty positions become available in the college through a vacancy of an established position or through the creation of a new one. Program chairs provide their dean with a three to five-year ranked hiring plan, which they update annually. Deans then assess ranked position requests across the division and make a recommendation to the provost regarding which positions to pursue in the subsequent academic year. The provost makes the final determination of which searches will be conducted. All ranked faculty searches require a search committee, made up of five ranked faculty members. One member chairs the search committee.

2.B.1. *Hiring of Tenure-Track Faculty*

Tenure-track faculty are those faculty members whose appointments require a review for tenure. Such positions require that the selection be made through a national or international search.

A tenure-track position becomes available in the college through a vacancy of an established tenured/tenure-track position or through the creation of a new tenure-track position. The provost approves the creation and/or continuation of a tenure-track position in consultation with the dean and the program chair, who must provide to the provost persuasive evidence for the necessity of the position after appropriate consultation with the program faculty and its chair.

If the provost and the president approve, an open national or international search to fill the position begins. In consultation with the provost and the program chair, the dean appoints a

search committee and one member to serve as its chair. In the case of joint appointments, consultation shall occur with the deans, chairs, and faculties of both programs.

The search committee normally consists of five members. If possible, three shall be tenured faculty from the program(s) in which the appointment will occur. When there are not enough available tenured faculty to constitute a search committee, the dean may appoint ranked renewable faculty as search committee members. If necessary, the dean may appoint one committee member with appropriate professional knowledge and experience who is not a current CCA employee.

In most cases the program chair and the dean complete a job description, in consultation with the program faculty and the director of Faculty Affairs and Records. After the job description is approved by the provost, it is circulated internally and publicized nationally.

Once the closing date for applicants has passed, the search committee convenes to evaluate all applicants. Should the search chair determine that there is an absence of a viable pool (in terms of quality, quantity, or diversity), they will inform the provost, who, in consultation with the search committee, will either extend the deadline for application or cancel the search.

The provost, in consultation with the committee, may postpone the search if the applicant pool is, in the committee's judgment, of inadequate quality, quantity, and/or diversity. Once it is determined there is a viable pool of applicants, the search committee reviews the applications again, requesting additional materials from applicant(s), if deemed appropriate, and conducting first-round interviews to yield an informed evaluation and arrive at a short list of qualified, preferred candidates to interview in a predetermined manner.

Upon completion of these interviews, a list of finalists (typically three) is presented to the dean and provost. With the provost's approval, these finalists are invited for in-person interviews and a presentation to the faculty and students. After these visits, having deliberated, the search committee presents a list of ranked candidates (preferably three) to the provost. In doing so, the search committee must inform the provost of the criteria for its ranking and otherwise report any unresolved disagreements about qualifications, criteria, or ranking. The provost then concludes their evaluation and makes the determination of rank and salary level, which is then submitted to the president for final approval. Once the president has acted, the decision is communicated to program faculty.

2.B.2. *Hiring of Tenured Faculty or Full Professors*

In some instances, the president may hire faculty or deans who have previously held tenure or professor rank at other institutions. Typically, these candidates are yielded from

international searches, which may be conducted by a search firm in collaboration with a search committee appointed by the provost.

If a new hire (faculty or dean) previously holds tenure or the rank of full professor (or both), the search materials and process conducted by the search committee may substitute for an Initial Review Committee. Each member of the search committee will write a letter, recommending the faculty or dean for a faculty appointment of tenure, full professor, or both. The provost will write a letter to the president summarizing the feedback from external references contacted during the search process and will make a recommendation regarding tenure and/or rank. APT will then review the candidate's materials and add its evaluation and recommendation to the candidate's file to be reviewed by the president, who makes the final decision to award tenure or professorship. The typical time frame for this process is one year from the date of hire.

2.B.3. *Hiring and Reappointment of Ranked Renewable (RR) Faculty*

Ranked renewable (RR) faculty serve program needs for part-time faculty whose functional and service roles are otherwise similar to tenured/tenure-track faculty, but proportional to the number of teaching lines of their appointment (See General Qualifications and Expectations). These positions are intended to provide the college with greater stability in relation to ongoing program need. A program chair may propose such a position to the appropriate dean and the provost through a three-to-five-year hiring plan, establishing clear programmatic need.

RR faculty members are identified through an open regional search conducted by a committee appointed by the provost in consultation with the appropriate program chair or dean and in consultation with program faculty. The committee recommends the appointment to the provost, who then makes the final decision.

Faculty are appointed to RR positions for three-year terms, with the possibility of renewal upon successful evaluation. At the end of the second year of an RR faculty member's term, the provost and appropriate dean will make a determination about the ongoing need for the position based on the curricular and programmatic roles that define it. Should they determine the position is no longer needed, the position will be terminated at the end of the faculty member's appointment. Should they determine there is ongoing need, the position will be renewed for a subsequent three-year term and the faculty member holding the position will be reviewed by APT for renewal and promotion in rank the following year.

RR faculty members teach no more than four lines per year. Five lines may be granted to those in concurrent faculty leadership positions (program chair, assistant/associate chair or standing faculty committee chair) with approval of the provost in consultation with the dean.

The program of locus for the position is responsible for meeting the specific terms of the RR appointment. Joint appointments in more than one program are possible with the agreement of the appropriate divisions, programs, and the provost.

2.B.4. *Hiring CCA Alumni*

CCA strongly discourages hiring recent alumni to teach as ranked faculty. With approval from the provost, the following considerations may combine to justify an exception: the candidate has worked at least three years since graduating from CCA and brings a valued professional or pedagogical experience to the program; the candidate has received one or more advanced degrees from (an)other institution(s); the candidate's background contributes significantly to the diversity of the program's faculty and pedagogy.

2.C. *Ranked Faculty Evaluations and Promotions*

Faculty undergo reviews by the Appointments, Promotion, and Tenure committee. These include promotion within rank and promotion to rank reviews, which are described below. All promotion reviews coincide with a faculty member's regular review cycle.

Since effective teaching is a principal concern of the college, all faculty shall undergo periodic evaluations by their colleagues and occasionally by others to acknowledge and improve teaching effectiveness, to create clear documentation for faculty members seeking promotion within or between ranks, and to identify the need for faculty members to show significant and timely improvement of teaching effectiveness. Evaluation encourages faculty members to examine their own teaching and benefit from peer feedback. The process of evaluation is a means by which all faculty members can obtain constructive information to improve their teaching, research and service.

Once the APT evaluation procedure is initiated, the faculty member should confer with the dean and program chair for guidance on the process. Results of an evaluation are filed in the faculty member's file of record, which includes the Faculty Record Report, student evaluations, and other documents.

2.C.1. *Promotion within Rank*

Ranked faculty members are eligible for promotion within rank every three years. Successful candidates are eligible for a merit-based increase to their line rate commensurate with their rank and performance.

A promotion within rank occurs in the following circumstances:

- As a coinciding review for faculty going through pretenure review. (Pretenure Review)
- When an assistant professor RR is eligible for review and has not yet achieved the required minimum (six) years of teaching experience to be eligible for promotion to associate professor.
- When an associate professor (tenure-track, tenured, or RR) is eligible for review and has not yet achieved the required minimum years of teaching experience to be eligible for promotion to professor.
- When an associate professor (tenured or RR) who meets the requirements to apply for promotion to full professor elects, based on their own judgement and/or advice from program or division leadership, to postpone until their next or otherwise subsequent review a promotion to rank of full professor.
- Once becoming a full professor (tenured or RR), all subsequent promotion reviews are for promotion within rank.

Tenured associate professors and professors are required to go through review for promotion in rank at least once every six years.

After being notified of their eligibility by Academic Affairs, tenured or tenure-track faculty who wish to be considered for promotion within rank, and RR faculty required to undergo review for reappointment, will submit the promotion materials requested by Academic Affairs. The criteria for promotion are considered in the following order:

1. Teaching (45%)
2. Professional achievement (33%)
3. Service to the CCA and the external community (22%)

Documentation of accomplishment in all three categories is required for consideration of promotion. Guidelines for the current requirements for documentation are provided directly to candidates by Academic Affairs.

Candidates who have served as program chair, co-chair, assistant or associate chair within the period of review are eligible for up to an additional 10 point increase to their total performance score determined by the APT committee. The score increase is based on an evaluation of the candidate's administrative work as chair, and is intended to supplement the overall score of candidates whose leadership responsibilities limit their ability to teach and perform service at the same level as non-chairs.

The college recognizes that sabbaticals constitute a significant benefit to faculty members in the development of their teaching and professional practice. In renewal and promotion reviews, differences in access to this benefit among RR faculty will be taken into consideration.

Faculty who have received a sabbatical during the period of review must also submit a sabbatical report. Course evaluations as well as a letter of recommendation from the candidate's program chair or dean are also included in the promotion review file. Additional components may be required.

After review of the candidate's file, APT provides a confidential written recommendation and overall performance score to the provost. The score from APT is only a recommendation and is not strictly tied to a percentage salary increase. Based on their review as well as APT's recommendation, the provost makes a determination with regard to promotion and notifies the candidate in writing. If the provost's judgment is substantially different from that of APT, they meet with the chair of the APT committee to discuss the reasons for their decision. The purpose of this meeting is solely informational and does not require the development of a consensus.

If a promotion within rank is not recommended, the dean and the program chair meet with the faculty member being evaluated to discuss the outcome of the evaluation and compose a growth plan. After this meeting, the outcome and the plan are reviewed with the provost and become part of the faculty's file of record.

Faculty may grieve the review or decision process, but may not grieve the validity of academic judgments by the reviewers. For more information on the grievance procedure, please refer to Grievance Policies and Procedures.

Evaluation for promotion within rank is based on consideration of all of the following: a current resume; evidence of excellence in teaching; a candidate statement addressing teaching, professional practice, and service; previous APT evaluations; student evaluations; a program chair's letter of recommendation; evidence of professional accomplishment; evidence of college service; evidence of service to the external community; and previous sabbatical reports from the period of review, if applicable.

Faculty members may also provide Academic Affairs with the names of internal colleagues or students from whom to solicit additional letters of evaluation/recommendation, including peer review statements from faculty who have visited their classroom or studio. The provost can request evaluations/recommendations from program faculty, and/or the dean, as deemed necessary.

For reasonable cause in the judgment of the provost, in consultation with the relevant program chair(s) and program faculty, the provost may initiate an evaluation procedure for any ranked faculty member at any time.

2.C.2. *Pretenure Review*

The academic year of the pretenure review is stated within the letters of appointment for tenure-track faculty.

The intention of the review is to provide an interim assessment and report of progress toward developing a record that will merit consideration for tenure based on the existing categories of review. The pretenure review is designed to identify areas of apparent strengths and weaknesses and thereby assist the faculty member in addressing any weaknesses identified during the review.

The outcome of the pretenure review cannot be relied upon by the faculty member as predictive of future appointment decisions by the college.

The criteria, evidence, and procedures of pretenure and promotion to rank and tenure are similar, although the roles of the dean, the provost, and the APT committee are different.

Pretenure review is based on consideration of all of the following: a current resume, student evaluations, evidence of teaching excellence, evidence of professional accomplishment, evidence of college service, evidence of service to the external community, and a presentation before an Initial Review Committee, all of which are provided by the candidate. Additional materials include a letter of recommendation from the candidate's chair, letters from members of the candidate's Initial Review Committee (IRC), and a letter from the dean, who chairs the IRC.

The pretenure review process follows a sequence of steps.

1. Academic Affairs provides written notification to the candidate regarding the upcoming review. The letter shall be sent to the candidate by the end of the spring semester prior to the academic year in which the candidate is eligible for review. This notification signals the candidate to compile the required application components.

2. The candidate meets with the dean of the appropriate division. At this meeting, the dean informs the candidate about the ensuing process, including recommendations for how best to prepare their materials for committee review and the required presentation. The candidate may express concerns regarding the areas to be evaluated and inquire about any other matters. The candidate may also express concerns about the potential membership of the Pretenure Initial Review Committee (IRC) specifically with regard to possible conflicts of interest. Based on this conversation with the dean, the candidate may request to postpone the review. The candidate should understand that a compelling reason for postponement is expected. Any requests for postponement must be approved by the provost.

3. Following the meeting, the dean, noting any candidate concerns and in consultation with the provost, appoints the Pretenure IRC and schedules a review meeting. Under normal circumstances the Pretenure IRC consists of at least three tenured faculty members in the candidate's program. If there are not three tenured faculty in the candidate's program, the dean appoints other faculty with relevant qualifications and experience. The Pretenure IRC shall include the relevant dean as its chair. No current APT member may serve on the Pretenure IRC. The APT committee does, however, send a delegate to the IRC meeting in order to have a firsthand report of the candidate's verbal presentation. Ideally, the members of the Pretenure IRC will serve on the later Tenure IRC as well, to provide insight into the candidate's growth.

4. The Pretenure IRC members individually review the candidate's file prior to the review date.

5. The candidate gives a presentation of their activity within the three categories of review to members of the Pretenure IRC. Guidelines for this presentation are available from Academic Affairs and are provided to both the candidate and all IRC members in advance.

6. The Pretenure IRC meets to discuss the candidate's qualifications for promotion in rank and current status of progress towards tenure in light of Faculty Handbook criteria.

7. Each committee member is solicited by Academic Affairs to provide a written evaluation/recommendation for the dean about the candidate's submitted materials and presentation. The dean, as committee chair, is then solicited by Academic Affairs to write a summary of the meeting and the committee's observations and recommendations. The IRC member letters and IRC chair summary letter are placed in the candidate's file.

8. APT considers the candidate's file. APT members individually review the file and supplemental materials before meeting as a committee. APT discusses the candidate's progress toward tenure and submits to the provost a collective recommendation for how the candidate should proceed toward their tenure review. If, at this time, APT feels that there is insufficient potential for the candidate to earn tenure, they may make a recommendation for nonreappointment that would include one final year of appointment (see Nonreappointment of Ranked Faculty).

9. The provost then reviews the file, considers the recommendation of APT, and reaches a judgment based upon the relevant criteria. The provost prepares a written recommendation and assessment of current status of progress toward tenure, which is then shared with the faculty member as well as their program chair and divisional dean. If the provost's judgment is substantially different from that of the APT, the provost meets with the chair of APT to discuss the reasons for their decision. The purpose of this meeting is solely informational and does not require the development of a consensus.

2.C.3. *Promotion to Rank and Tenure Review*

A promotion to rank review occurs in the following circumstances:

- As a coinciding review with a tenure review. This review requires an IRC presentation and meeting. (Tenure and Promotion to Full Professor Reviews)
- When an assistant professor RR meets the eligibility criteria for review for promotion to associate professor. (Promotion to Rank for Ranked Renewable (RR) Faculty)
- When an associate professor (tenured or RR) meets the eligibility criteria for review for promotion to full professor and elects, based on their own judgment and/or advice from program or division leadership, to apply for promotion to the rank of full professor. This review requires an IRC presentation and meeting. (Tenure and Promotion to Full Professor Reviews)

2.C.3.a. *Promotion to Rank for Ranked Renewable (RR) Faculty*

Assistant professors are eligible to be considered for promotion to the rank of associate professor once having completed a minimum of six years of teaching at CCA.

Assistant professors with a minimum of six years FTE teaching experience at an accredited institution of postsecondary education may be eligible for consideration for promotion to the rank of associate professor (RR) after at least three years of teaching at CCA. These timelines are articulated in the faculty member's initial appointment letter.

Associate professors (RR) are eligible to be considered for promotion to the rank of full professor (RR) once having completed a minimum of six years FTE teaching at the associate professor (RR) level at CCA and the total equivalent of twelve years FTE teaching experience at an accredited institution of postsecondary education. These timelines are articulated in the faculty member's initial appointment letter.

Ranked faculty eligible for consideration for promotion to rank will be notified of their eligibility by Academic Affairs. Promotion accrual may be suspended for the period of any leaves of absence other than CCA-granted sabbaticals. Promotion to the rank of associate professor for ranked renewable (RR) assistant professors does not require an IRC or external reviewers and instead is considered within the format of a regular review for Promotion within Rank. RR assistant professors who are eligible for promotion to the rank of associate professor must successfully complete this promotion within a maximum of nine years of teaching at CCA in order to maintain eligibility for renewal of their appointments.

Promotion to the rank of full professor for RR faculty follows the same procedures, conditions, submission, and evaluation criteria as described in Tenure and Promotion to Full Professor Reviews.

2.C.3.b. ***Reviews of Applications for Tenure and for Promotion to Full Professor***

Assistant professors are typically eligible for review for tenure and the accompanying promotion to associate professor during their sixth year of teaching at CCA, though timelines for tenure are negotiated individually with the provost as part of the initial hiring process. Associate professors are eligible to be considered for promotion to the rank of full professor once having completed a minimum of six full years of associate professor level teaching at CCA and the total equivalent of twelve years FTE teaching experience at an accredited institution of postsecondary education.

The schedule for consideration of promotion to rank must coincide with the faculty member's regular three-year review. Ranked faculty eligible for promotion to rank will be notified of their eligibility by Academic Affairs. Promotion accrual may be suspended for the period of any leaves of absence other than CCA-granted sabbaticals.

Application for tenure or promotion to full professor follows a sequence of steps.

1. Academic Affairs provides written notification to the candidate regarding the upcoming review. The letter shall be sent to the candidate during the spring semester prior to the academic year in which the candidate is eligible for review. This notification signals the candidate to compile the application components.

Candidates are required to submit to Academic Affairs the names and contact information and short bios of six external reviewers. Candidates may also name up to two professional colleagues whom they do not wish be approached for reviews. The dean will review this roster of potential recommenders and will then solicit up to six external letters of review from a pool of professionals chosen from the names provided by the candidate and others provided by the chair, dean, and/or the Office of the Provost.

External reviewers should be in or closely aligned with the field or discipline of the candidate. They should have the necessary professional credentials to provide an authoritative assessment of the quality of the candidate's work and be able to relate it to that of other colleagues in their field at a similar career juncture. Reviewers should be at or above the rank to which the candidate is seeking promotion and should hold positions at academic or comparable professional institutions or organizations. Reviewers should not be selected if they are unable to provide an objective assessment or have an overly close tie to the candidate (e.g., as recent mentors, instructors, supervisors, or close collaborators).

2. The candidate meets with the dean of the appropriate division. At this meeting, the dean informs the candidate about the ensuing process, including recommendations for how the candidate may best prepare their materials for committee review and for the required presentation. The candidate may express concerns regarding the areas to be evaluated and

inquire about any other matters. The candidate may also express concerns about the potential membership of the Initial Review Committee (IRC), specifically with regard to possible conflicts of interest. Based on this conversation with the dean, the candidate may request to postpone the review, if such a delay accords with Faculty Handbook procedures.

2.C.3.c. *Reviews of Applications for Tenure*

Following steps 1 and 2 above:

3. If it is agreed between the candidate and dean that the tenure review should be delayed, and the adjustment in tenure timeline is approved by the provost, a new date will be set for the tenure review to take place. Tenure-track faculty who delay their tenure reviews do not accrue sabbatical eligibility during the period of extension.

4. Following the meeting, the dean, noting any candidate concerns, recommends to the provost the membership of the IRC and justifies that recommendation. With the provost's approval, the dean appoints the IRC, and serves as the IRC chair. Under normal circumstances the IRC consists of at least four tenured faculty members who represent the candidate's program as well as other areas of the college. Ideally those who served on a candidate's Pretenure IRC serve on the candidate's Tenure IRC as well. If there are not four suitable tenured faculty members in the candidate's program or area of expertise/discipline, the dean appoints other faculty with relevant qualifications and experience. No current APT member may serve on the IRC. The APT committee does, however, send a delegate to the IRC meeting in order to have a firsthand report of the candidate's verbal presentation.

5. The IRC members individually review the candidate's file in advance of the review date.

6. The candidate gives a presentation of their professional activity, teaching, and service to members of the IRC. Guidelines for this presentation are available from Academic Affairs and are provided to both the candidate and all IRC members in advance.

7. The IRC meets to discuss the candidate's qualifications for promotion to rank and tenure in light of Faculty Handbook criteria.

8. Each committee member is solicited by Academic Affairs to provide a written evaluation/recommendation for the dean about the candidate's submitted materials and presentation. The dean, as committee chair, is then solicited by Academic Affairs to write a summary of the meeting and the committee's observations and recommendations. The IRC member letters and IRC chair summary letter are placed in the candidate's file.

9. APT considers the candidate's application for promotion and tenure. APT members individually review the file and supplemental materials before meeting as a committee. APT

discusses the candidate's qualifications for the rank in question. Members vote on the candidate's performance, relying on their respective academic judgment of the candidate's merit as to each criterion. APT will record confidential member votes but will forward to the provost a collective recommendation for or against promotion.

10. The provost reviews the file, considers the recommendation of APT, and reaches an academic judgment based upon the relevant criteria.

11. The provost prepares a written recommendation for or against tenure that is submitted to the president.

12. The president considers the application by reviewing the file and supplemental materials. If the president's academic judgment is contrary to that of APT, the president meets with the APT committee to discuss the reasons for their decision. The purpose of this meeting is solely informational, and does not require the development of a consensus.

13. The president's decision regarding tenure, as well as the material reviewed, is then made available to the Academic Committee of the Board of Trustees for its review. This review is solely to determine if procedures have been followed. Unless the Academic Committee determines that procedures were not followed in a material way, the president's decision is final.

14. If tenure is granted, the candidate gives a public presentation of their work. Members of the entire college community are encouraged to attend.

2.C.3.d. *Reviews of Applications for Promotion to Full Professor*

Following steps 1 and 2 above:

3. If it is agreed between the candidate and dean that the professor review should be delayed, the candidate remains eligible to apply for promotion within rank, and may elect to initiate the promotion to rank of full professor process at the time of their next review cycle (every three years).

4. Following the meeting, the dean, noting any candidate concerns, recommends to the provost the membership of the IRC and justifies that recommendation. With the provost's approval, the dean appoints the IRC, and serves as the IRC chair. The IRC consists of at least four faculty members who hold the rank of full professor, and ideally have experience or qualifications in the candidate's discipline. No current APT member may serve on the IRC. The APT committee does, however, send a delegate to the IRC meeting in order to have a firsthand report of the candidate's verbal presentation.

5. The IRC members individually review the candidate's file in advance of the review date.

6. The candidate gives a presentation of their professional activity, teaching, and service to members of the IRC. Guidelines for this presentation are available from Academic Affairs and are provided to both the candidate and all IRC members in advance.

7. The IRC meets to discuss the candidate's qualifications for promotion to rank in light of Faculty Handbook criteria.

8. Each committee member is solicited by Academic Affairs to provide a written evaluation/recommendation for the dean about the candidate's submitted materials and presentation. The dean, as committee chair, is then solicited by Academic Affairs to write a summary of the meeting and the committee's observations and recommendations. The IRC member letters and IRC chair summary letter are placed in the candidate's file.

9. APT considers the candidate's application for promotion. APT members individually review the file and supplemental materials before meeting as a committee. APT discusses the candidate's qualifications for the rank in question. Members vote on the candidate's performance, relying on their respective academic judgment of the candidate's merit as to each criterion. APT will record confidential member votes but will forward to the provost a collective recommendation for or against promotion.

10. The provost reviews the file, considers the recommendation of APT, and reaches an academic judgment based upon the relevant criteria.

11. The provost makes the final determination regarding promotion to the rank of professor, and prepares a written assessment of the faculty's performance which is then shared with the faculty member as well as their program chair and divisional dean. If the provost's judgment is contrary to that of APT, the provost meets with the APT committee to discuss the reasons for their decision. The purpose of this meeting is solely informational, and does not require the development of a consensus.

2.C.4. *Unsuccessful Promotion*

Promotion between ranks is not automatic. A tenure-track assistant professor who is not granted tenure will be offered a final one-year contract (see Nonreappointment of Ranked Faculty).

Faculty who fail to be promoted from associate professor to professor may reapply three years later, or earlier at the discretion of the provost. A ranked renewable assistant professor who is not successfully promoted to associate professor after nine years at the assistant professor level will not be reappointed or renewed.

2.D. *Tenure and Long-Term Appointment Policies*

Tenure is a means to certain ends, specifically, academic freedom in teaching, research, creative endeavor, and extramural activities; and a sufficient degree of economic security to make the profession attractive to people of ability. Academic freedom and economic security, hence tenure, are indispensable to the college's success with its students and in society at large (see American Association of University Professors (AAUP) Statement on Academic Freedom).

Tenure is the explicit guarantee in writing by the Board of Trustees stating that the faculty member is awarded tenure. Tenure assures the faculty member annual rights to be re-appointed at a specified course load until the faculty person voluntarily retires, unless one of the following occurs: dismissal for adequate cause; termination due to prolonged mental or physical illness; change in the educational program; voluntary phased or early retirement; financial exigency or retrenchment; or a reduction of a member's course load owing to persistently low enrollment in courses taught by tenured faculty.

2.D.1. *Criteria for Consideration of Tenure*

In order of importance, the criteria for awarding tenure at the college are the college's judgment of excellence in the following areas: demonstrated teaching excellence, documented excellence in professional engagement/achievement, and documented excellence in service to the college along with active participation in the faculty senate and documented service to the external community.

Each program and division may have additional specific evidence to be included in the review. For example, faculty may be expected to have produced peer-reviewed publication(s) of book-length text(s), been featured in solo exhibitions at the gallery or museum level, received industry-recognized accolades or awards in a specific field, or met some other standard of achievement by the time of their tenure review. Tenure-track faculty should consult with their program chair and divisional dean throughout their pretenure period to discuss the expectations for their performance and development, as well as any benchmarks unique to their program or position.

2.D.2. *Eligibility for Consideration of Tenure*

As a guideline, tenure-track ranked faculty members with at least six years of FTE teaching experience at an accredited institution of higher learning, of which a minimum of three have

been at CCA, are eligible for consideration for tenure. Promotion accrual may be suspended for the period of any CCA leaves of absence, other than CCA-granted sabbaticals. New tenure-track ranked faculty who have already achieved tenure at another accredited institution may be considered for tenure as early as the second semester of teaching at CCA, if approved by the provost.

The decision to grant tenure, if one is made, normally coincides with promotion to associate professor.

2.D.3. *Locus and Limit of Tenure*

The locus of tenure is within a specific designated program. The number of class lines and program or teaching specialties for which tenure is granted is specified in writing at the time tenure is awarded.

For changes of locus of tenure see Changing Locus of Tenure.

2.D.4. *Sabbatical Leave of Absence*

The sabbatical is a benefit designed to provide tenured and tenure-track faculty with an opportunity for professional growth through a leave of absence with full or partial compensation following a designated number of consecutive years of service. Professional growth through sabbatical may include a focus on research and scholarship, professional practice, enhancing skills in teaching and developing professional relationships nationally and internationally. Sabbaticals are intended to benefit not only the individual but also the college by providing time away to enhance the professional status and capacity of the faculty member.

All tenured and tenure-track faculty are eligible to apply for sabbatical consideration. Ranked renewable faculty whose initial regular ranked appointment began prior to academic year 2011-12 are also eligible to apply. Ranked renewable faculty whose initial regular ranked appointments began in academic year 2011-12 or later are not eligible for sabbatical.

Tenured faculty must undergo promotion review at least every six years in order to be eligible to apply for sabbatical leave. If more than six years have elapsed due to a leave or other unexpected circumstances, the faculty member may not apply for sabbatical until after completing a promotion review on a regular cycle.

Teaching at CCA preceding appointment to a sabbatical-eligible position for at least the equivalent of one year FTE may count for one year (two semesters) of credit toward

sabbatical eligibility. Credit toward sabbatical eligibility does not accrue in semesters when the faculty member does not teach at CCA. Faculty may not accrue more than two semesters towards sabbatical in an academic year, even if they teach during the fall, spring, and summer terms.

Faculty members who choose to defer their sabbatical do not accrue credit toward subsequent sabbaticals during the period of their deferment; however, a faculty member asked to defer a sabbatical in order to perform some service to the college, or to fulfill an appointment as program chair or other leadership position, may accrue sabbatical credit during the period of deferment. It is the college's expectation that program chairs will defer a sabbatical until the end of their appointment as chair. In exceptional circumstances, mid-chair appointment sabbaticals may be considered by the provost. Such exceptions require dean approval before they can be considered by the provost.

Accrued semesters are not carried over or banked from one accrual period to another - once a sabbatical leave is taken, half or full, the faculty member's accrual count resets at the start of the following full academic year.

Applicants must have a satisfactory teaching and service record as well as professional accomplishments, which may include creative, research, and performance accomplishments, in order to be considered.

The eligible faculty member may be awarded one or two semester's leave based on the semesters accrued.

2.D.4.a *Half Sabbaticals*

Once a sabbatical-eligible faculty has accrued six qualifying semesters as defined above, they are eligible to apply for a one semester leave, referred to as a "half sabbatical." The six qualifying semesters must be contiguous, with the exception of breaks due to non-sabbatical leaves of absence. In an academic year when a faculty member is awarded a half sabbatical, no accrual towards qualifying semesters occurs.

If a faculty member is awarded a half sabbatical, and in the future is awarded an additional half sabbatical, these two sabbatical terms are considered paired. Even if a full sabbatical occurs between these two half sabbaticals, they are still considered paired.

No two paired half sabbaticals may total more lines of release than the faculty's three-year line average. For example, a full-time tenured faculty member whose annual average is 5 lines may not be awarded two half sabbaticals of three lines each, totaling six release lines.

Half sabbaticals are compensated with full pay based on half of the average total annual line load over the preceding three-year period. Awarded sabbaticals are issued as release lines on a faculty member's annual contract.

Decisions regarding the number of lines taught in the non-sabbatical semester(s) are at the discretion of the program chair, based on the needs of the program and the college. The sabbatical release may be rounded to the next highest or lowest full number of lines based on the faculty's three-year average to accommodate teaching assignments in the non-sabbatical term(s) of that academic year.

When a faculty member's half sabbatical is rounded down by a half line from their average, their next half sabbatical will be rounded up by a half line, unless the needs of the program and the college make this accommodation unreasonable.

When a faculty member's half sabbatical is rounded up by a half line from their average, their next half sabbatical may only be rounded down by a half line in order to accommodate teaching assignments in the non-sabbatical term(s) of that academic year.

In rare instances, two paired half sabbaticals may not reach the total three-year average.

2.D.4.b *Full Sabbaticals*

Once a sabbatical-eligible faculty member has accrued twelve qualifying semesters as defined above, they are eligible to apply for two semesters' leave, referred to as a "full sabbatical." The twelve qualifying semesters must be contiguous, with the exception of breaks due to non-sabbatical leaves of absence.

Full sabbaticals are compensated with full pay based on an average total annual line load over the preceding three-year period. Awarded sabbaticals are issued as release lines on a faculty member's annual contract.

2.D.4.c. *Sabbatical Eligibility Notifications*

Academic Affairs will notify faculty of the first half sabbatical they become eligible to apply for after their initial hire. If the faculty member applies for and is awarded this half sabbatical, Academic Affairs will notify the faculty member of their eligibility to apply for a second paired half sabbatical (see above for definition of paired half sabbaticals).

All other eligibility notifications will occur only when a faculty member has accrued eleven semesters towards full sabbatical eligibility.

For any half sabbaticals after the first two, it is the responsibility of the faculty member to contact Academic Affairs to express an intent to apply. Faculty should contact the Manager of Faculty Affairs and Records by the end of September in the year preceding the academic year in which they would like the half sabbatical to occur.

Faculty members wishing to apply for a half sabbatical who have accrued more than six semesters may do so, but will not receive specific eligibility notifications from Academic Affairs until their next eligibility to apply for a full sabbatical.

Faculty may contact Academic Affairs at any time to confirm the total number of semesters they have accrued.

2.D.4.d. *Sabbatical Requirements*

The faculty member is expected to pursue studio or professional work, research, study, publication, travel, or other activities that will benefit both the college and the member.

The applicant shall submit a plan demonstrating how the proposed sabbatical will benefit them as a teacher, scholar, or artist. Upon acceptance of the plan, sabbatical leaves will be awarded to eligible faculty each year that funds are available. Sabbatical leaves will be granted only to the extent permitted by budgetary considerations. When such considerations limit the sabbaticals available, priority will be based upon seniority, tenure, and teaching load.

Written proposals are generally due to Academic Affairs by early November of the year prior to the proposed sabbatical. Preliminary approval or denial of the sabbatical will be sent to the faculty by the 2nd week of February, with final approval being contingent upon the budget.

Full-time faculty may not teach at another institution during a sabbatical leave without prior written approval from the provost. This restriction does not include scholarships, fellowships, short-term guest-artist scholarly positions, and grants-in-aid for advanced study.

The recipient of a half or full sabbatical shall return to the college for at least one academic year following the sabbatical. If the faculty member does not return, they may be asked to repay the sabbatical compensation.

A summary report must be delivered to Academic Affairs for the file of record within three months of return. In addition, faculty members are expected to present their sabbatical activity in an informal lecture series to be organized by the divisional deans in collaboration with their program of locus.

Leaves of any kind or combinations of sabbaticals and leaves may not exceed 24 months of continuous absence from the college. Also, a leave of absence without pay between sabbaticals will ordinarily be permitted only once.

2.D.5. *Reappointment of Retired Tenured and Emeriti Faculty*

Each year, former tenured faculty in retirement status and emeriti faculty may be appointed to renewable positions only when all of the following conditions are met: Appropriate class lines are available; the relevant program chair, in consultation with program faculty, recommends the retired faculty member as the person best suited to meet the program's curricular needs; the relevant dean recommends such an appointment; the appointment is approved by the provost and the president of the college. Retired faculty members typically teach only occasionally and may teach no more than two lines without special approval of the provost.

Appointment is not automatic; however, there is no limit to the number of years a retired faculty member may be reappointed. After retirement, the faculty member will, during their employment, retain the rank and salary enjoyed at retirement with the added designation of "retired" or "emerita/emeritus" (e.g., professor, retired). Emerita/emeritus faculty are not eligible for benefits and are contracted on a semester basis.

2.D.6. *Low Enrollment and Course Cancellation*

Courses taught by ranked faculty are subject to cancellation at the discretion of the college if they do not meet minimum enrollment standards after the priority registration period has concluded (typically in April for fall semester and November for spring semester) or by the end of the first week of the semester. Minimum enrollment standards are determined by the provost based on an assessment of overall enrollment conditions and the economic health of the institution.

In the event of a cancellation, the faculty member has the option of voluntarily reducing their contract load or accepting an alternative assignment, equivalent in release time to the canceled course(s), determined by the provost in consultation with the dean, program chair, and the affected faculty member. The alternative assignment may include teaching an additional course in the following semester or academic year. If the course (or similar course) draws low enrollment for two out of three consecutive offerings, whether or not it has been canceled, the provost may reduce the faculty member's contracted teaching load and salary proportionally for that year and any other year the course is canceled.

2.D.7. *Low Enrollment and Course Load Reduction*

In cases of persistent low enrollment (low enrollment three out of five previous semesters), and after consultation with the program chair (acting in consultation with other tenured program faculty) and dean, the provost may initiate a permanent reduction in the specified tenured teaching load, proportional to the course(s) in question, by making a recommendation for reduction to the college president and notifying APT.

2.D.8. *General Reductions*

When changes in the educational program, financial exigency, or retrenchment (the reduction of costs or spending in response to economic difficulty) require reducing the tenure of or terminating ranked faculty, those faculty members shall have the right to apply for any vacant positions. (See Separation) Faculty who can show they qualify for a vacant position through evidence of relevant professional practice or training, academic training, exhibition record, or portfolio, may apply.

If the situation requires a change of locus of tenure procedure, Changing Locus of Tenure applies. This right to apply extends as well to tenured faculty members who are for any reason teaching at a load less than specified in their tenure commitment and may be exercised at any time before retirement.

2.D.9. *Program Changes*

If educational program changes result in the elimination of lines, ranked faculty who have taught 10 or more years at the college may retrain for one year if the president believes the member will thereby become qualified for another college teaching position. If so, the college shall pay retraining expenses such as tuition and other costs deemed pertinent by the administration. Changes in minimum class size or reassignment to counseling or other non-instructional duties shall be explored before positions held by tenured faculty are eliminated.

2.D.10. *Financial Exigency or Retrenchment*

If class lines of ranked faculty are eliminated due to financial exigency or retrenchment, the college will make all reasonable effort to assist those faculty members to find work within the institution, to continue their academic work elsewhere, and otherwise to reduce the immediate economic effects to them in every appropriate reasonable way in the judgment of the president in consideration of the financial situation of the college, including voluntary early retirement.

If ranked faculty are terminated or their teaching loads reduced for retrenchment or financial exigency, the courses habitually taught by those faculty will not be assigned to others for two academic years until these faculty members are contacted and offered the opportunity to teach those courses and have declined to do so or failed to timely respond. See Financial Exigency or Retrenchment for definitions.

2.D.11. *Changing Locus of Tenure*

Faculty members are encouraged to teach across programs and divisions as appropriate even if their locus is in a single program. The procedure for official change in the locus of tenure for one or more courses is the same as the promotion to rank procedure (Promotion to Rank, Pretenure and Tenure Review), with the following exception: when the affected faculty member wishes to apply for a vacant position, the member notifies the provost. The provost will request that the dean and the program chair, in consultation with program faculty, recommend for or against the shift. Thereafter the procedure is the same as for promotion to rank.

2.E. *Separation*

At times, it may occur that the employment relationship of the college and a faculty member ends. Following is a discussion of the different types of separation (nonreappointment, resignation, and dismissal) and the respective policies and procedures.

2.E.1. *Nonreappointment of Ranked Faculty*

The term "nonreappointment" means the college has decided not to renew an appointment at the conclusion of its term. Legitimate reasons for nonreappointment may include, but are not limited to, the following judgments of the college: cancellation of or a change in a program; declining enrollment; retrenchment (see Financial Exigency and Retrenchment.); financial exigencies; overstaffing; teaching at less than desired quality; inadequate service to the college; and incongruity between interests of the faculty member and the educational goals of the college.

The final decision not to reappoint a tenure-track faculty member rests with the president of the college. This decision is made by the president following consultation with the provost, the relevant dean, the program chair, and APT.

The final decision not to reappoint a ranked renewable faculty member rests with the provost. This decision is made by the provost following consultation with the relevant dean, the program chair and APT. Recommendations for nonreappointment may originate from the program chair in consultation with program faculty or, if the evaluated is a program chair, from the dean along with the ranked faculty of the program or the provost or the president.

Notice of nonreappointment to ranked faculty members (both tenure-track and renewable) in the faculty member's first academic year will be given in writing by March 1 of that year, effective with the end of the first academic year.

After the faculty member's first year, notice of nonreappointment to tenure-track faculty members will be given in writing by May 31 of the year prior to the person's final academic year of appointment, effective with the end of the final academic year.

After the faculty member's first year, notice of nonreappointment to ranked renewable faculty members will be given in writing by May 31 of the faculty member's final year of appointment, effective with the end of the final year.

Nonreappointment is not a dismissal for cause. Nevertheless, every nontenured faculty member is entitled to know the reasons for nonreappointment and may request these reasons in writing.

2.E.2. *Resignation*

Resignation is a separation action by which the faculty member ends their relationship with the college. Ranked faculty may resign at the end of the academic year provided they give notice in writing at the earliest opportunity, but not less than 30 days after receiving notification of the terms of their appointment for the upcoming year. If a resignation occurs for prolonged mental or physical illness, the provost may consider whether a leave of absence would be more appropriate, and if so determined, will provide that option to the faculty member.

2.E.3. *Dismissal of Ranked Faculty for Adequate Cause*

Dismissal is a separation action by which the college ends its employment relationship with a ranked faculty member for adequate cause. Dismissal is also a means by which the college terminates the employment of a nontenured ranked faculty member before the scheduled end date of their appointment.

Typically, except for misconduct, dismissal does not occur without prior discussions and written warning to the faculty member. Before dismissal, the provost ordinarily gives the faculty member a written statement with reasons framed with reasonable particularity, to

which the faculty may respond in writing. Adequate cause consists of misconduct, unsatisfactory performance, prolonged mental or physical illness affecting the ability to perform faculty functions, changes in the educational program, retrenchment, and/or financial exigency.

Because dismissal may result from different circumstances, there can be no fixed period of advance notice before the dismissal of employment takes effect; however, notice of termination (except for misconduct and financial exigency) of tenured faculty does not ordinarily become effective before the expiration of the academic year in which notice is given, and, if so, the college will provide continued salary until the scheduled end of the appointment. Notice of termination (except for misconduct and financial exigency) of nontenured faculty members ordinarily is issued at least six months before its effective date.

2.E.4. *Dismissal or Discipline for Adequate Cause Relating to Misconduct*

In order to protect the values of academic freedom, the integrity of teaching of students and of faculty research, and sound administration of the institution, the college requires the adherence of all faculty members to the high standards of professional conduct. In the event that a significant deviation from these standards is believed to have occurred, a faculty member may be required to submit to disciplinary charges, which shall be determined according to the standards set forth in this policy.

Professional misconduct is that which occurs in the course of, arising from, or reasonably related to the faculty member's position, duties, or responsibilities with the college, or demonstrably affecting in a significantly adverse way the effective performance of college operations or functions.

Professional misconduct includes the following: dishonest, illegal, or unethical behavior in the faculty member's teaching, research, or service duties; preventing or obstructing college teaching, research, or service functions or any other lawful function of the college; acts of sexual or other unlawful harassment, discrimination, and retaliation; neglect of college-related duties or responsibilities; material misrepresentation of academic qualifications and experience; or other professional misconduct of a serious nature, including but not limited to: intentionally inflicting physical harm or other serious harm on a member of the college community, knowingly violating a college policy regulating behavior of faculty members, or attempting to, abetting, or inciting another to engage in conduct that would violate this policy if engaged in by the faculty member.

Discipline, for the purposes of this policy, is a suspension without pay, a demotion, or other process. The act or contents of written or oral evaluations, such as those provided in the APT process, or an oral or written warning is not discipline.

2.E.5. *Dismissal for Adequate Cause Relating to Unsatisfactory Performance*

Dismissal for unsatisfactory performance may be instituted for any of the following reasons: failure to follow or achieve the goals of growth plans as recommended in evaluation procedures, or continued neglect of or loss of qualifications for performance of academic duties.

2.E.6. *Dismissal for Adequate Cause Unrelated to Performance or Conduct*

Dismissal for adequate cause unrelated to performance or misconduct may be initiated by the college for the following reasons: prolonged mental or physical illness affecting the ability to perform faculty functions, serious changes in educational programs, retrenchment, or financial exigency.

2.E.6.a. *Prolonged Mental or Physical Illness*

Prolonged mental or physical illness may be a cause for dismissal. "Prolonged mental or physical illness" refers to a condition that causes the faculty member to be unable to perform the functions of the position for a prolonged period of time, with or without reasonable accommodations. A faculty member who is dismissed for prolonged mental or physical illness is entitled to be considered for the applicable provision of state and college long-term disability benefit programs. In its employment relationships CCA observes and follows the Family and Medical Leave Act, the Americans with Disabilities Act, and all applicable federal and state disability-related labor laws.

2.E.6.b. *Changes in the Educational Program*

Reduction in load or dismissal of ranked faculty can occur as a result of the decision of the college for the discontinuance of a program or division. The provost makes the formal recommendation to discontinue or consolidate programs or divisions in consultation with the Senate Executive Committee for approval by the president and the Board of Trustees. Such decisions require judgment that the educational mission of the college will be strengthened by the changes. Changes in the educational programs are distinct from the elimination or reduction of programs due to financial exigency or retrenchment.

2.E.6.c. *Financial Exigency and Retrenchment*

"Retrenchment" is defined as a reduction in instructional personnel, applying specifically to ranked faculty, and other college services that has been made necessary by clearly documented evidence satisfactory to the Board of Trustees that a financial crisis threatening the college as a whole will take place in the near future unless a reduction is made.

The difference between financial exigency and retrenchment is essentially the immediacy of the impending financial crisis. If the financial crisis affects the college's ability to meet its immediate financial obligations during the current fiscal year, the Board of Trustees may declare financial exigency. If a financial crisis is expected based on documented evidence for the following fiscal year, the board may declare a state of retrenchment.

The Board of Trustees shall officially declare that a state of financial exigency or retrenchment exists. Evidence of the financial exigency or the need for a state of retrenchment shall be presented to the faculty through the Senate Executive Committee. The Executive Committee shall also have the opportunity to make formal recommendations in all decisions relating to the elimination or reduction of programs, and the APT committee shall have a similar opportunity in all decisions relating to the reduction of individual faculty.

A state of retrenchment may be declared effective for a period of one fiscal year only; should the board find it necessary to extend the state of retrenchment beyond the fiscal year following the initial declaration, a further declaration shall be made and a further revised and updated presentation made to the Executive Committee for each year of the extension.

Retention of a viable academic program is the primary goal of the college, and it is understood that the faculty shall not bear an undue proportion of the necessary economies.

Decisions regarding elimination or reduction of programs or particular faculty reductions owing to financial exigency or retrenchment shall be made by the provost, in consultation with the relevant deans, relevant program chairs in consultation with program faculty, the APT committee, and the Senate Executive Committee. When such reductions are considered, tenure rights, as well as program integrity, shall be protected insofar as possible, consistent with the college's assessment of the crisis. The final approval of such decisions rests with the president of the college and the Board of Trustees. Selections of faculty members for reduction shall not be made in violation of the nondiscrimination policy of the college.

There shall be due consideration of the essential needs of each program and of the instructional program as a whole, and tenured faculty shall not be terminated or their teaching load reduced where, in the judgment of the provost, a serious distortion of the instructional program as a whole would result.

If it is necessary to terminate or reduce the teaching load of tenured faculty, those faculty members within an affected program with the least number of years of service at CCA shall be considered first, provided that equal opportunity policy and program integrity have first been considered and that, in the judgment of the provost, the faculty members proposed to be retained possess the skill and ability, to maintain integrity of the program that will continue.

In situations wherein tenured faculty members have the same length of service, and goals and program integrity have been considered, the provost, in consultation with the program chair(s) acting in consultation with program faculty and with the Senate Executive Committee, shall make every reasonable effort to work out an appropriate, impartial means of arriving at a decision.

2.F. *Academic Grievance Policies and Procedures*

Ranked faculty may file a grievance alleging significant failure to follow policies and procedures on decisions concerning nonreappointment and dismissal, but they may not grieve the validity of the academic judgment in the outcome of the decision. Decisions concerning promotion in rank are *not* eligible for grievances. All faculty may also present complaints of unlawful discrimination, harassment, and retaliation. For that policy and procedure, see Human Resources Policies.

2.F.1. *Grievance Procedure*

The grievant should first discuss with the provost the content and nature of the grievance and make an informal attempt to resolve the issue. If this effort is unsuccessful, the grievant then moves to the formal process.

If the grievance concerns a decision made by the provost, the provost will notify the parties that they will designate a different college officer or senior academic leader to hold the informal resolution discussions, unless the grievant wishes to hold the discussions with the provost.

1. The grievant submits a written grievance to the provost citing the policy or procedure violated, the responsible party or parties, and the remedies sought. The formal grievance should ordinarily be submitted by the grievant no later than 45 days after receiving notice of the decision or learning of the event being grieved took place.
2. The provost or designee shall acknowledge the grievance in writing within seven working days of its receipt.
3. The provost or designee calls a Grievance Committee. [Add link to next section]

4. The names of the members of the committee are provided in writing to the grievant. If there is a perceived conflict of interest, the grievant provides reasonable evidence of the conflict and requests replacement of no more than three of the five members.
5. The grievance committee holds a hearing and makes a formal recommendation to the president.
6. The grievance committee will also share its report with the grievant.
7. The grievant has the right of appeal to the president within 21 days of receiving the report, if the grievant believes that the grievance policies were not properly followed or if the grievant believes that the report of the hearing committee is in error.
8. The president considers the original documentation that led to the grievance, the documents related to the hearing, the committee's recommendation and any appeal from the grievant and makes a written decision, which is communicated to all parties. The president may choose to invite further comment from the parties or the committee before the president makes the decision. If the president's decision departs from the committee's recommendation, the president's written decision will explain the reasoning for doing so .
9. The decision of the president is final.

Note: The above timelines should be liberally applied so as to promote the review of grievances. Failure to meet the timelines should be allowed to the extent that a legitimate excuse exists.

2.F.2. *Grievance Committee*

The committee is comprised of two ranked faculty members chosen by the Executive Committee, two chosen by the provost, and a fifth chosen by these four. The committee members shall then select a chair. No one named or otherwise directly involved in a grievance may serve on the committee while that grievance is being heard. The grievance committee exists only for the duration of the particular grievance, and a new grievance committee shall be called for each grievance presented; however ranked faculty may serve on more than one successive committee if requested. Committee members are bound to confidentiality for the grievances they hear.

2.F.3. *Grievance Hearing*

The formal grievance hearing shall be conducted in private, and the parties shall make no public statements about the case during the course of the hearing. If both parties agree, the proceedings may be recorded.

During the proceedings, the grievant may have present a legal advisor and a CCA colleague of their own choice. The college may also have present a participating representative or a

legal advisor. All parties to the grievance have the right to obtain witnesses and present evidence, including evidence regarding the interpretation and application of Faculty Handbook provisions and procedures. The college shall cooperate with the Grievance Committee in securing witnesses and making available documentary evidence requested by the grievant.
All parties have the right to question witnesses. Only under unusual circumstances, such as a witness's ill health, will the Grievance Committee accept a sworn statement (affidavit) to be introduced as evidence. If an affidavit is submitted, all parties must receive a copy five days before the hearing and have an opportunity to argue its relevance.

In any case of dismissal, the burden of proof that good cause existed is on the college. In all other cases, the burden of proof is on the grievant. The Grievance Committee shall not be bound by strict rules of legal evidence but shall attempt to obtain the most reliable evidence.

2.F.4. *Outcomes*

Within two weeks of the conclusion of the hearing, the Grievance Committee issues a report of factual findings, conclusions, and recommendations for resolving the matter grieved. The Grievance Committee is empowered only to recommend action; it does not have the power to render a decision. The Grievance Committee chair files a report to the president of the college, with copies to the provost and the grievant. Within two weeks of its receipt, the president notifies in writing the committee and all the parties to the action whether the president has accepted, rejected, or modified the committee's recommendations. The president's decision is final and binding on all parties.

Chapter 3: Faculty Policies and Procedures

3.A. *Academic Freedom and Professional Ethics*

The college respects every faculty member's right to freedom of research and expression. The college expects faculty members to behave ethically in their roles, to be courteous in controversy and to announce their status as scholars or citizens when not appearing as spokespersons of the college. CCA faculty follow the American Association of University Professors' (AAUP) Statement on Academic Freedom and the AAUP Statement on Professional Ethics.

3.B. *Faculty Absences and Leaves*

Faculty of record who are unable to attend class for any reason must notify the program chair and program manager of their absence. For unanticipated absences such as for illness or bereavement, this notification should take place ideally within 24 hours of the absence. For planned absences such as jury duty, personal or professional leave, faculty should notify their chair of the upcoming absence as early as possible ahead of the absence.

All faculty receive 72 hours total of sick time per academic year, which is replenished each September. This sick time is reduced by the number of instructional hours missed for each illness-related absence. Faculty are required to follow any policies set forth by Human Resources with regard to reporting and tracking their sick time (see Extended Absences and Faculty Absence Reporting).

It is the responsibility of the college to find a substitute for a faculty member who is absent due to illness or other disability. Certification of illness by a licensed physician may be required for absence beyond three working days, and in any case the faculty member must notify Academic Affairs in addition to their academic chair and director as soon as possible, ideally a minimum of 24 hours in advance to ensure an appropriate faculty substitute. Abuse of sick leave privileges may lead to termination.

3.B.1. *Professional Absences*

Faculty are expected to attend all class meeting sessions.

Faculty who receive a Faculty Development Grant from CCA whose approved grant proposal includes specified dates during the semester when they will be unavailable to teach will be excused from their courses for the duration of these approved dates. It is the

faculty grant recipient's responsibility to communicate these dates with their program chair as soon as they are notified of receipt of the grant. Ideally, faculty will notify their chair of the possibility of absence when they submit their grant proposal, and will confirm their availability once grant notifications have been sent out. The chair will then coordinate substitute coverage for the class(es) missed.

If a faculty member needs to be absent from class for professional reasons, their absence(s) must be pre-approved in writing by the appropriate chair.

Unapproved absences may result in an adjustment to the faculty member's pay for the meeting sessions of specific courses which they fail to deliver.

3.B.2. *Extended Absences*

Any faculty member who misses more than two consecutive weeks of class must contact Human Resources (in addition to their program chair) to discuss the duration of their absence and whether a formal leave is necessary/required. If the absence is planned, the faculty must contact Human Resources a minimum of four weeks in advance. Otherwise the faculty must contact Human Resources as soon as possible.

3.B.3. *Personal Leave*

The provost may grant personal leaves of absence without pay to ranked faculty, for one semester, two semesters, or 12 months. Permission for such leaves depends on the needs of the school or the division and program and on the faculty member's length of service in a position, in a particular program in a school or division and in the college as a whole. Faculty may request a leave for professional activities, for personal reasons, or to extend a time-limited leave of absence, such as Family and Medical Leave Act (FMLA) leave. Faculty should discuss these leaves with the program chair, dean, and the provost before making a formal request to the provost in writing.

Ranked faculty may request a maximum of one year of personal leave without pay every five years, to be scheduled when approved by the provost. They may request a leave in writing from the dean no later than four weeks into the semester before the leave time begins.

Leaves of any kind or combinations of sabbaticals and leaves may not exceed 24 months of continuous absence from the college.

3.B.4. *Jury Duty*

Faculty are eligible to receive time off with pay for jury duty. The college in this case will attempt to engage a teaching substitute. The benefit has a limit of 30 calendar days or until the end of the semester, whichever comes first. If the jury is held longer than 30 days, ranked and unranked faculty may petition the president for an extension of the leave. Faculty required in court as witnesses are also given time off with pay for time required by the judge to be in court.

3.B.5. *Bereavement*

The college recognizes that there may be a need for a ranked faculty member to take a personal leave in order to grieve the loss of an immediate family member (such as a spouse or domestic partner, siblings, parents, or children). In these cases the college will grant a two-week leave with full pay to the bereaved ranked faculty member. The college will also provide a paid substitute for this two-week period, if possible.

3.B.6. *Substitutes*

Substitutes must be current CCA faculty members, or in instances where no faculty members are available, staff at the director level or higher may fill in. Guests, alumni, other staff, or other non-faculty may not deliver or supervise instruction at any time without the presence of a CCA current faculty member. It is the responsibility of the program chair to identify and coordinate coverage of the class by a substitute.

If the faculty of record is able to trade coverage with another current faculty member, and the program chair is notified of and approves of the coverage, no substitution fee will be paid. Neither faculty will have their time off (sick time, personal/professional days) reduced as a result of the trade.

It is the responsibility of the faculty of record to provide any necessary course materials, instructions, and/or other preparatory resources or information either to the chair of the program in which the course is offered or directly to the substitute in order for the substitute to successfully deliver course content.

Ranked faculty may be asked to substitute for faculty absences. Substitutions by ranked faculty are not compensated, and are considered collegewide service. Faculty members may include instances of substitution coverage on their Faculty Record Report.

Unranked faculty substitutes are eligible for payment and will be compensated based on the number of hours of class meeting time they cover at an hourly rate.

If a single substitute covers three or more consecutive weeks of a specific course section, they will be added as a co-faculty of record. The substitute (ranked or unranked) will then be paid a prorated portion of their line rate based on the total number of weeks of instruction covered. There is an expectation that the substitute will coordinate with the other faculty of record on grading and any other responsibilities associated with their role as co-faculty of record.

3.C. *Campus Resources*

Faculty with an active teaching contract have access to campus facilities and classrooms during the campus' normal operational hours as determined by the Associate Vice President for Operations in consultation with Public Safety, Facilities, and Academic Affairs. Faculty may make use of shops, tools, and spaces for their own professional practice so long as their use does not limit or interfere in any way with student use and access. Students in any program (undergraduate, graduate, non-degree, Special Programs) have priority access to all workspaces, tools, and equipment.

3.C.1. *Libraries*

CCA faculty have online and in person access to the libraries on both campuses. New or returning faculty are eligible for faculty privileges beginning three months prior to the start of the semester in which they are teaching. Bring a copy of a teaching appointment letter signed by the provost, or a copy of a semester or annual course teaching contract, along with a photo ID, to either circulation desk. Full-time faculty members may obtain a UC Berkeley library card entitling them to limited borrowing privileges by presenting a letter on school letterhead confirming their full-time employment. HR can provide this letter.

Tenured faculty continue to have full CCA library privileges upon retirement. Ranked renewable, unranked, visiting, and distinguished professors retain library access until the end of their employment with the college.

All faculty are required to pay any replacement fees for lost or damaged library materials by the end of the academic term in which the fee is initiated. Failure to do so will result in suspension of library access privileges until all fees are paid in full. Faculty who leave the college and still owe library fees remain responsible for those costs until they are paid in full.

3.C.2. *Educational Technology Services (ETS)*

The Educational Technology Services department supports CCA faculty in their use of information technology and technological resources. Faculty who are actively assigned to a course in the current semester may check out equipment from the Media Center on either campus. All faculty are assigned a Google account (including email and G Suite). To comply with FERPA and security requirements all faculty are required to use only their CCA accounts in communicating with their students and the College. All faculty should be familiar with the Acceptable Use Policy, the User Account Policy and are required to sign and abide by the Data Security & Confidentiality Agreement.

3.D. *Tuition Remission*

Full-time faculty members are eligible to enroll in a total of six units per semester (for a limit of 12 units per academic year) of tuition-free undergraduate studies per family (for themselves, a spouse, children, or domestic partner). Regular part-time faculty may take six units per year on a tuition-free and space available basis, limited to three units per semester. A faculty member's eligibility for tuition benefits must be confirmed by the Human Resources Department. Faculty should fill out a CCA Tuition Remission Application no later than one week before the regular registration period.

Eligible faculty members are entitled to tuition-free undergraduate studies on a space-available basis after priority registration, with the permission of the course instructor, at the convenience of the college, and at the discretion of the appropriate administrator.

Anyone enrolled in courses under this tuition remission policy must follow the regular drop procedure outlined in the Student Handbook if they decide to withdraw from a course.

3.E. *Faculty Loan Fund*

The Faculty Loan Fund was established by the Board of Trustees to support the professional activities of the ranked faculty. Tenured faculty in good standing are automatically eligible. With the specific approval of the provost, untenured ranked faculty are also eligible. Faculty have an opportunity to further their professional activities when other funds are not available. Requests from eligible faculty for loans due to medical or family emergencies may be considered.

The maximum loan is normally $3,000, interest free, but the provost and dean of financial services may approve a higher amount. The maximum duration of the loan will normally be determined by the expiration date of the faculty member's teaching contract; however, tenured faculty may request longer periods of repayment, especially for loans related to academic leaves of absence and sabbaticals. Loans may be repaid in monthly amounts or in a lump sum at the end of the loan period or by the end of the teaching contract (whichever comes first). The exact schedule of repayment will be put in writing before a loan check is released. Unless there are extreme extenuating circumstances, all loan requests must receive approval from the provost and the chief financial officer. If there is a disagreement regarding any aspect of issuing a loan, the final decision will rest with the president of the college.

Loan checks are issued by the chief accountant and administered by the Business Office. A summary of available funds and outstanding loans will be forwarded to the provost by September 1 and February 1 of each year for review.

3.F. *Health and Safety*

The college strives to provide a safe and healthy work environment for all staff, faculty, and students. Faculty must accept the obligation to work safely and maintain safe working conditions for themselves and others. Anyone who observes a hazard or potential hazard should immediately report the condition to Facilities and Operations, as well as the appropriate program chair.

3.F.1. *Field Trips*

If faculty are taking students on a field trip as part of the normal course expectations for a class students are currently enrolled in, no liability forms are required. These trips may occur outside of a class' regular meeting time.

The Off Campus Activity Authorization Form is required for any voluntary trips unrelated to specific course requirements. Both pages of the form must be completed and submitted to Academic Affairs no less than two days prior to the planned event.

Completed forms can be submitted in person to the Academic Affairs office or emailed directly to academicaffairs@cca.edu.

3.F.2. *Use of Vehicles on College Business*

Any reimbursement for mileage or vehicle rental must have prior written approval from the Office of Academic Affairs. Liability insurance coverage is extended when, with authorization, faculty use their personal vehicles to drive CCA students on approved course activities. Faculty are also expected to have a valid driver's license and suitable automobile liability insurance.

3.G. *Ranked Faculty Contracts and Compensation*

All ranked faculty are contracted for the semester or academic year, with teaching commitments from one quarter to five course lines, or the equivalent thereof. The college shall issue ranked faculty contracts for the ensuing academic year by the end of July. Information on unranked faculty contracts is available in the CBA, Article 13: Course Contracts and Teaching Appointments. The college is expected to give a timely notification of teaching assignments for the upcoming semester.

3.G.1. *Paychecks*

Ranked faculty who are contracted on a semester basis receive pay over the duration of the semester in which they're contracted.

Ranked faculty who receive annual contracts are paid in equal semi-monthly payments over a 12-month period, as benefit premiums must be deducted from pay. The first payment for an annual contract is made on September 15th, and the final payment is made the following year on August 31.

Ranked faculty may elect to have their pay directly deposited to their accounts. Paychecks are issued on the 15th and the last day of each month and may be picked up on campus or mailed at the request of the faculty member. When a payday falls on a holiday or a weekend, checks are available on the last preceding workday. All questions related to paycheck delivery method, pay dates, direct deposit, and/or tax deductions or withholdings should be directed to the Payroll Office at payroll@cca.edu. Questions related to benefits deductions should be directed to Human Resources at benefits@cca.edu.

3.G.2. *Salary Advances*

In a personal emergency, such as a death in the family, any faculty member may request an advance on salary that has already been earned (within a pay period). The amount of the

advance is deducted from the next paycheck. All salary advances must first be approved by the associate provost for faculty and academic partnerships and the associate vice president of financial services, and will be processed as quickly as possible

3.G.3. *Garnishment*

A court-ordered notice of levy, order to withhold, wage attachment, or other legal claim against the wages of employees must be recognized by the college, and the amounts are deducted from their paychecks. Employees receive notification of the garnishment as provided in the court order.

3.G.4. *Pay and Leaves of Absences*

When ranked faculty are on approved unpaid leave for a portion of the term of an appointment, the college will determine the pay that is appropriate for the remaining portion of the appointment.

3.H. *Files of Record*

Academic Affairs maintains a file containing copies of contracts, appointment letters, official records of teaching performance, student evaluations, promotion, and change of status documents, and official commendations from various officers of the college.

The Academic Affairs file also contains other material submitted by the faculty member as part of a promotion evaluation, such as the Faculty Record Report; current resume; evidence of professional accomplishment; evidence of college service; evidence of community service; statement of teaching philosophy; representative syllabi; letters of evaluation/recommendation from colleagues (and students); and optional peer review statements from faculty who have visited their classroom or studio. Other supplemental material as appropriate may be submitted.

Documentation of any disciplinary action related to the faculty's teaching performance may also be included.

Program chairs, divisional deans, and Academic Affairs staff have ongoing access to these files as needed for faculty within their purview. The APT committee has access to a faculty's promotion-related materials only during a formal review. Faculty may request access to all records except confidential letters of recommendation, reference, or investigative materials. Access will be provided within 15 business days of the request.

Chapter 4: Human Resources Policies

4.A. *Equal Employment Opportunity & Disability Accommodation*

CCA is an equal-opportunity employer and makes employment decisions on the basis of merit. We want to have the best available person in every job. The college prohibits unlawful discrimination based on sex, race, ancestry, citizenship, color, religion, religious creed, age (over 18 years), mental or physical disability, medical condition as defined by law, national origin, marital status, veteran status, sexual orientation, gender identity, or any other consideration made unlawful by federal, state, or local laws. CCA's commitment to equal opportunity employment applies to all persons involved in the operations of the college and prohibits unlawful discrimination by any employee of the college, including supervisors and coworkers.

In accordance with applicable law, CCA prohibits unlawful discrimination or/and retaliation against any employee by another employee or by the college for reporting, filing, testifying, assisting, or participating in any manner in any investigation, proceeding, or hearing conducted by the college or a federal or state enforcement agency or other activity protected by law.

If an employee believes that they have been subjected to any form of unlawful discrimination or retaliation, they should submit a written complaint to the Vice President of Human Resources at hr@cca.edu. The complaint should be specific and include the names of the individuals involved as well as the names of any witnesses. CCA will undertake an assessment. CCA will consider the privacy and confidentiality of all parties involved, as much as is possible. If the college determines that a policy violation has occurred, effective remedial action will be taken including discipline, commensurate with the severity of the offense, up to and including termination. Appropriate action will also be taken to deter any future discrimination. Whatever action is taken will be made known to the complaining employee. The college will not retaliate against an employee for filing any good-faith complaint and will not knowingly permit retaliation by management, coworkers, or other employees.

4.B. *Disability Accommodation*

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with disabilities, upon written request, the college will offer reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual who is an applicant or an employee, unless undue hardship for the college would

result. Any applicant or employee who requires an accommodation should contact the Vice President of Human Resources at hr@cca.edu and request such an accommodation. The college will assess the request and if the accommodation is reasonable as determined by the college, and will not impose an undue hardship on the college or its employees, the college will offer the accommodation or propose alternative accommodation(s).

4.C. *Prohibition of Unlawful Harassment*

In accordance with applicable law, CCA prohibits sexual harassment and other harassment based on race, citizenship, color, national origin, ancestry, religion, creed, disability, gender, gender identity or expression, medical condition as defined by law, marital status, veteran status, sexual orientation, age (over 18 years), or any other factor made unlawful by federal, state, or local law, including participation or non-participation in union activities. The college is committed to taking all reasonable steps to prevent harassment.

4.D. *Sexual Harassment Defined and Prohibited*

The law defines sexual harassment as unwanted sexual advances, requests for sexual favors, or visual, verbal, or physical conduct of a sexual nature when:

(1) submission to such conduct is made a term or condition of employment or education;
(2) submission to or rejection of such conduct is used as a basis for employment or education decisions affecting the individual; or
(3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile, or offensive working environment.

Federal law, referred to as "Title IX", protects college students and other college community members from sex and gender based misconduct. All persons are required to refrain from harassment of students and to cooperate with all procedures of the college to protect students.

This definition includes many forms of offensive behavior, including, but not limited to: unwanted sexual advances; offering employment in exchange for sexual favors; making or threatening reprisals after a negative response to sexual advances; visual conduct such as leering, making sexual gestures, or displaying pornographic objects, pictures, cartoons, or posters; verbal sexual advances or propositions; verbal abuse of a sexual nature; graphic verbal commentary about an individual's body; sexually degrading words to describe an individual; suggestive or obscene letters, notes, or invitations; or physical conduct such as touching, assault, or impeding or blocking movements.

All persons should bear in mind that CCA is an art and design college and, as part of its curriculum and functions, nude models and artistic renderings of nude figures, in appropriate context, may be exhibited on campus. Physical contact in the course of artistic work may take place only when minors are not involved and voluntary consent is clearly established, and is not a condition of continuing employment or education. Refer to the Sexual Misconduct Policy for more information and guidance.

Sexual harassment by any CCA employee is unlawful whether it involves co-workers, supervisors, managers, faculty, students, volunteers, or persons doing business with or for the college.

4.D.1. *Procedure to Assist in the Implementation of the Policy Against Unlawful Harassment & Retaliation*

Procedures to eliminate harassment from the workplace are not only required by law but are also the most practical way to prevent incidents from occurring. The procedures are as follows:

1. Employees who believe they have been harassed on the job should as soon as possible submit a verbal or (preferably) written complaint to the Vice President of Human Resources at hr@cca.edu or by calling 510.594.3700, option #3. The report should include details of the incident(s), the names of individuals involved, and the names of any witnesses. Faculty, program leaders, supervisors, and administrators should immediately refer all harassment reports to the Vice President of Human Resources of the college by using the contact information above.

2. Reports that involve students regarding harassment or any other student concern should be made by completing a CCA Cares form found here. For more information about the Student Sexual Misconduct Policy for the Protection of All CCA Students, please click here.

The college will not retaliate against an employee for using this reporting procedure or for filing, testifying, assisting, or participating in any manner in any investigation, proceeding, or hearing conducted by the college or by a federal or state enforcement agency. Any report of retaliation by the one accused of harassment, or by coworkers, supervisors, or managers, will be assessed in accordance with the college's procedure outlined above. If a report of retaliation is substantiated, appropriate action will be taken.

Any retaliation should be reported immediately to any college supervisor or the Vice President of Human Resources at: hr@cca.edu. Reports of retaliatory conduct will be immediately, objectively, and thoroughly investigated in accordance with the procedures

outlined above.

In addition to the college's internal reporting procedure, all employees should be aware that the federal Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) investigate and prosecute reports of unlawful discrimination and harassment in employment. Employees who believe that they have been discriminated against or harassed may file a report with the EEOC within 300 days of the conduct or with the DFEH within one year of the conduct. You may contact the nearest office of the EEOC or DFEH at:

Equal Employment Opportunity Commission
Oakland Federal Building, North Tower
1301 Clay Street, Suite 1170-N Oakland, CA 94612-5217
510.637.3230
800.699.4000

Equal Employment Opportunity Commission
450 Golden Gate Avenue
5 West, P.O Box 36025
San Francisco, CA 94102-366
800.669.4000
415.522.3415 (fax)

Department of Fair Employment and Housing
Elk Grove District Office
2218 Kausen Drive, Suite 100
Elk Grove, CA 95758
916.478.7251

Department of Fair Employment and Housing
Bay Area Regional Office
39141 Civic Center Drive, Suite 250
Fremont, CA 94538
510.789.1085

4.D.2 *Policy Prohibiting Close Personal Relationships in Teaching, Mentoring, and Supervisory Activities*

The college is committed to maintaining a learning and working environment that is free from unlawful harassment and also from the potentially adverse effects that can arise from close personal relationships in the course of teaching, mentoring and supervisory activities, including those involving students.

Such relationships at the college may interfere with the ability of the teacher, mentor and supervisor to act fairly and without favoritism or may contribute to the perception of favoritism.

Except where explicit approval has been obtained, in writing from the provost or from another cognizant officer of the college at the level of vice-president, no person who provides teaching, mentoring or supervisory functions at the college may participate in a close personal relationship with an individual who is a member of the college community for whom that person provides, or (by virtue of college-permitted or -assigned position or functions) may reasonably be expected in the future to provide, teaching, mentoring, or supervision.

"Supervision" includes grading or other academic evaluation, tutoring for pay, job evaluation, hiring decisions and those pertaining to promotion, the direct setting of salary or wages, and the determination of internship, educational, or employment opportunities, references or recommendations. A "supervisor" is anyone who oversees, directs or evaluates the work of others, including, but not limited to managers, administrators, coaches, deans, chairs and advisors.

"Close personal relationships" include marriage, domestic partner, dating, sexual and similar close personal relationships, even if they are consensually undertaken. "Close personal relationships" do not include the usual and customary socializing at the college of teacher-student; mentor-mentee; supervisor-employee; faculty member-graduate student; co-workers; and supervisor-student employee.

4.E. *Clery Campus Security Act*

To receive federal grants, CCA must comply with the Clery Act; the college is in full compliance with all aspects of this law. Employees should report all crimes that are on or adjacent to the campus, to the proper authorities in Public Safety and their supervisors.

4F. *Policy for Protection of Undocumented Students*

California has enacted legislation of higher education to promulgate policies for the protection of undocumented students. CCA's policy implements California law (AB21) and is stated here.

4.G. *Immigration Law Compliance*

CCA is committed to employing only United States citizens and aliens who are authorized to work in the United States. CCA does not unlawfully discriminate on the basis of citizenship.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired may also be required to complete the form.

Employees with questions or seeking more information on immigration law issues are encouraged to contact Human Resources. Employees may raise questions or complaints about immigration law compliance without fear of reprisal.

4.H. *Compliance with California and Federal Drug-Free Workplace Acts*

The purpose of this policy/procedure statement is to set forth a controlled-substance policy for the college in compliance with the requirements of the federal and state Drug-Free Workplace Acts. This policy supplements CCA's drug and alcohol policy.

It is college policy that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in this workplace is prohibited. Violation of this policy will result in discipline, up to and including termination and/or, at the discretion of the college, rehabilitation.

CCA must certify to the contracting state and/or federal agencies that it will provide a drug-free workplace in connection with the performance of state and/or federal contracts. Employee notification statements are given to all employees when they are hired, which must be signed and returned to HR. CCA will include drug-free awareness information in its programs and will comply with the acts' requirement that the government be notified of any employee's workplace-related drug conviction.

This policy applies to all CCA employees.

4.H.1. *Employee Notification Statement*

An employee notification statement shall be given to and signed by all employees and new hires. A signed copy of the statement shall be retained in each employee's personnel file. The employee's signed agreement to abide by this policy shall be a condition of employment.

4.H.2. *Employee Program*

The college drug awareness program will inform employees of the dangers of drug abuse in the workplace; the college policy of maintaining a drug-free workplace; the extent of available drug counseling, rehabilitation, and other employee assistance measures; and the penalties that may be imposed for drug abuse violations.

4.H.3. *Notice of Employee Conviction*

Under the federal act, employees are required to notify CCA of any workplace-related drug conviction within five days of the conviction. CCA, in turn, is required to notify the federal government within 10 days of receiving notice of any such conviction.

4.H.4. *Sanctions and Rehabilitation*

Within 30 days of receiving notice of an employee's workplace-related drug conviction, CCA will take appropriate personnel action, up to and including termination, against any employee who is so convicted; and/or CCA, within its sole discretion, may require the employee's satisfactory participation in a drug and/or alcohol assistance program or rehabilitation program approved by a federal, state, or local health, law enforcement, or other appropriate agency.

4.H.5. *Good-faith Compliance Efforts*

CCA will make ongoing good-faith efforts to maintain a drug-free workplace by implementing all of the above requirements. Our failure to comply with the provisions of this act may subject CCA to loss of payments under or termination of a contract, and to debarment as a contractor for up to five years.

Unlawful substances and misuse of other drugs and alcohol are incompatible with a healthy, safe, and efficient working environment. Substance abuse impairs an employee's health and performance. Employees who work while under the influence present a safety hazard to

themselves and their coworkers and also impairs efficiency. The college's policy is described at the end of this handbook; every employee must agree to abide by it as a condition of continued employment.

Smoking and use of vapes is prohibited on the San Francisco and Oakland campus and in other CCA buildings. In addition no one may smoke within 20 feet of any college-owned or -leased building. Violations should be brought to the attention of either the director of facilities or human resources.

Please note: the college is a private institution and the possession or use of marijuana on its property is prohibited.

Any employee who is convicted of a violation of any criminal drug statute related to the unlawful use, possession, dispensation, distribution, or manufacture of controlled substances must inform the college of the conviction within five days. Any employee who is so convicted shall be subject to disciplinary action, up to and including termination. The college may require the employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved by federal, state, or local health, law.

4.H.6. *Employee Assistance*

If an employee suspects that they may have an alcohol or drug problem, even in the early stages, they are encouraged to seek help voluntarily and to follow through with treatment. Employees may seek assistance through their health care provider. Benefit eligible employees may also get use the Employee Assistance Program through CCA's provider, Claremont.

CCA will reasonably accommodate with a leave of absence, any employee who is in good standing and, prior to engaging in unsatisfactory performance or misconduct, notifies the college that they wish to participate in a voluntary alcohol or drug rehabilitation program. CCA recognizes that chemical dependency, including alcoholism, can be a medical health condition that an employee may be unable to control without professional help. The college will try to accommodate chemically dependent employees seeking professional medical and emotional help and, prior to misconduct or unsatisfactory performance warranting dismissal, will consider granting a leave of absence for this purpose. Please contact hr@cca.edu for additional information.

4.I. *Policy on Workplace Violence*

CCA recognizes that violence in the workplace is a growing problem nationwide that necessitates a firm, considered response from employers. The costs of workplace violence

are great, in both human and financial terms. Since the safety and security of college employees is of vital importance, acts or threats of physical violence, including intimidation, harassment, and/or coercion, that involve or affect the college or that occur on college property will not be tolerated. This prohibition against threats and acts of violence applies to all persons involved in the operation of the college, including, but not limited to, college personnel, contract and temporary workers, and anyone else on college property. Violations of this policy by any individual will lead to disciplinary and/or legal action as appropriate.

4.I.1. *Definitions*

Workplace violence is defined as any intentional conduct that is sufficiently severe, offensive, or intimidating to cause an individual to reasonably fear for their personal safety or the safety of their family, friends, and/or property. Examples of workplace violence include, but are not limited to threats or acts of violence:

1. Occurring on college premises, regardless of the relationship between the college and the parties involved in the incident
2. Occurring off college premises involving someone who is acting in the capacity of a representative of the college
3. Occurring off college premises involving an employee of the college if the threats or acts affect the business interests of the college
4. Occurring off college premises of which an employee of the college is a victim, if the college determines that the incident may lead to an incident of violence on college premises
5. Resulting in the conviction of an employee or agent of the college, or of an individual performing services for the college on a contract or temporary basis, under any criminal code provision relating to violence or threats of violence that adversely affect the legitimate business interests of the college

Specific examples of conduct that may be considered threats or acts of violence under this policy include, but are not limited to:

1. threatening physical or aggressive contact directed toward another individual
2. physical threats to an individual or their family, friends, associates, or property
3. intentional destruction or threat of destruction of college property or another's property
4. harassing or threatening phone calls, letters, or emails
5. surveillance
6. stalking
7. veiled threats of physical harm or similar intimidation

Threats may be direct or indirect, and they may be communicated verbally or nonverbally. The following are examples of threats and acts that shall be considered violent – this list is in no way all-inclusive:

Example	Type of Threat
Saying, "Do you want to see your next birthday?"	Indirect
Writing, "Employees who kill their supervisors have the right idea."	Indirect
Saying, "I'm going to punch your lights out."	Direct
Making a hitting motion or obscene gesture	Nonverbal
Displaying weapons	Extreme
Stalking or otherwise forcing undue attention on someone, whether romantic or hostile	Extreme
Taking actions likely to cause bodily harm or property damage	Acts of violence

Workplace violence does not refer to occasional comments of a socially acceptable nature such as references to legitimate sporting activities, popular entertainment, or current events. Rather, it refers to behavior that is personally offensive, threatening, or intimidating.

4.1.2. *Enforcement*

Employees who believe that threats or acts of violence have been made against them or others should report the details of the incident(s) as soon as possible to their supervisor, the VP of Human Resources, and/or the Director of Public Safety. All reported incidents of violence and threats of violence will be addressed.

Any person who engages in a threat or violent action on college property may be removed from the premises as quickly as safety permits and may be required, at the college's discretion, to remain off college premises pending the outcome of an investigation into the incident.

When threats are made or acts of violence are committed by a college employee, the college will determine what actions are appropriate, including possible disciplinary action.

Under this policy, rapid decisions may be needed to prevent a threat from being carried out, a violent act from occurring, or a life-threatening situation from developing. No existing college policy or procedure should be interpreted in a manner that delays or prevents this from occurring.

4.J. *Job Definitions*

Faculty are occasionally responsible for hiring and or supervising temporary staff. Human Resources uses various staff job classifications, levels, and salary structures to help define positions across the college. These classifications determine how individuals are compensated across the college. It is important to work with program management staff before hiring others to do work. Please consult with your Program Manager or contact the Office of Human Resources for specific information at hr@cca.edu.

4.J.1. *Faculty*

Faculty members are CCA employees who are primarily engaged in credit-bearing instruction for degree-seeking students, including all types of activities related to the wide range of teaching and learning on campus. The college faculty is comprised of ranked faculty, unranked faculty, visiting faculty, distinguished professors, and professor emeriti. Faculty members are a part of the Division of Academic Affairs and reporting lines include chairs, deans, and the provost. The provost serves as the Chief Academic Officer for the campus. For a full description of the faculty roles see Chapter 2 and the CBA.

4.J.2. *Staff*

Staff employees are non-instruction jobs that generally support the administrative and operational needs of the college in order to carry out the educational mission. Staff employees are paid on an hourly or salary basis depending on their classification and are all at will employees. Staff positions are generally organized by function and services provided to the college and report up through the relevant vice president.

4.J.3. *Student Workers*

Student workers are paid hourly. They are managed through the Financial Aid Office. Generally speaking, student workers may not work more than 20 hours a week while classes are in session; and international students shall not work more than 20 hours because of immigration laws. For students who hold multiple jobs on campus, the 20 hour weekly limit applies as an accumulation of hours from all of the jobs during the academic year. There are no limits to the hours worked during breaks and during semesters that they are not on financial aid. If you have any questions, refer to the information online or contact the Financial Aid or the International Student Office.

4.J.4. *Volunteers*

Individuals who are interested in providing their services to CCA as a nonprofit charitable organization without expectation of any compensation or other consideration are called volunteers. Volunteers are not employees of the college. The complete volunteer policy can be downloaded from the website. Departments shall not allow volunteers unless Human Resources has classified the work as appropriate for volunteers and compliance with the volunteer policy is made.

4.K. *Personal Data and Personnel Files*

All employees must keep their information current in the Workday HR-Payroll System including their name; address; home telephone number; and other information for themselves and dependents for the purpose of determining benefits, tax status, state reporting, and emergency contact. Unreported changes can affect your tax withholdings, benefits coverage, or prevent the College from providing you important information in a timely manner or during emergency situations. It is the employee's responsibility to keep personal data updated in the Workday HR-Payroll System.

Current and former employees may review their personnel file as stored in the Human Resources Department at a mutually agreed-upon time (i.e., when sufficient time is available and during the course of a regular business day) within 15 business days of the request. Faculty may also inquire with the Associate Director of Faculty Affairs and Records to view records that are maintained by Academic Affairs.

Disclosure of personnel information to outside sources will be limited. However, the college will cooperate with the request from authorized law enforcement or local, state, or federal agencies conducting official investigations and as otherwise legally required.

4.L. *Paydays*

Payroll cycles run on a semi-monthly basis. For a complete list of payroll dates, please check in Workday or email the Payroll Department. When those dates fall on a weekend or a holiday, deposits are the preceding workday.

Your payroll stub itemizes deductions made from your gross earnings. By law, the college is required to make deductions for Social Security, federal income tax and any other appropriate taxes. These required deductions also may include any court-ordered garnishments. Your payroll stub will also differentiate between regular pay received and any overtime pay received.

Faculty paychecks are mailed to the home address indicated in your Workday profile. If you would prefer to pick up your check in person from the Payroll office, please contact payroll@cca.edu at least ten days in advance of the next pay date. If you prefer direct deposit, information on enrolling is below.

If you believe there is an error in your pay, bring the matter to the attention of the Payroll Department at payroll@cca.edu immediately so the college can resolve the matter quickly and amicably.

4.L.1. *Direct Deposit*

The college strongly encourages employees to use direct deposit as a way to support environmentally friendly business processes. You may begin and stop automatic payroll deposit at any time online through the Workday HR-Payroll system. Starting direct deposit requires a copy of a blank check to be sent to payroll within 10 days of the request. You should carefully monitor your payroll deposit statements for the first two pay periods after the service begins.

4.M. *Lactation Accommodation*

The college will provide a reasonable amount of break time for an employee who wishes to express breast milk for an infant child. If possible, the break time will run concurrently with rest and meal periods already provided to the employee. If break time cannot run concurrently with rest and meal periods, it will be unpaid.

The college will make reasonable efforts to provide the use of a room or private location

other than a bathroom stall for the employee to express milk in private. This location may be the employee's private office, if applicable.

Employees who desire lactation accommodation should contact their chair or Human Resources to request accommodations. Please consult Human Resources at hr@cca.edu if you have questions regarding this policy.

Discrimination on the basis of sex includes discrimination based on breastfeeding and related medical conditions, and is unlawful.

4.N. *Workers' Compensation*

Workers' compensation insurance provides coverage for medical, surgical, and hospital services necessary for treatment of employees who suffer work-related injuries or disabilities. It also provides partial compensation for time lost from work if the employee is hospitalized or unable to work for more than one week.

All work related injuries or illness must be reported to Human Resources at hr@cca.edu or 510-594-3700, option #3, or after hours to Public Safety by calling 415-703-9510.

The college provides medical treatment for work-related injuries through a medical provider network. Exceptions to using physicians outside of this network are only approved when an employee has submitted a predesignated physician form to HR prior to the occurrence of a reported work-related injury or illness. Information is available online.

Human Resources can also provide information on the coordination of sick leave and workers' compensation benefits.

4.O. *Leaves of Absence*

In addition to Family Medical and Military Leaves, employees are eligible for a variety of other types of leaves. Employees seeking to use these leaves should be aware of the procedures to request and document each type of leave. See Faculty Absences and Leaves.

4.O.1. *Voting Leave*

In the event an employee does not have sufficient time outside of working hours to vote in a

statewide election, the employee may take off sufficient working time to vote. They should take this time off at the beginning or end of the regular shift, and when possible give their supervisor at least two days' notice. Employees who are eligible for this leave should submit their request through Workday HR-Payroll system.

4.0.2. *Family-School Partnership Act*

This act allows parents, guardians, or grandparents who have custody of their grandchildren to take up to 40 hours off from work each school year, but no more than eight hours in any month, as long as they give their employer reasonable advance notice. Reasonable notice for faculty includes scheduling so as to not disrupt class session obligations, except in emergencies.

4.0.3. *Literacy Assistance*

We are committed to providing assistance to employees who require time off to participate in an adult education program for literacy assistance. If you need time off to attend such a program, you should inform your direct supervisor or the Human Resources Department. CCA will attempt to make reasonable accommodations for you by providing unpaid time off or an adjusted work schedule, provided the accommodation does not impose an undue hardship on the college. The college will attempt to safeguard the privacy of your enrollment in an adult education program.

4.0.4. *Time Off For Victims of Domestic Violence, Sexual Assault or Stalking Leave and Accommodation*

Employees who are victims of domestic violence, sexual assault and stalking are eligible for unpaid leave to the extent mandated by law. You may request leave if you are involved in a judicial action, such as obtaining restraining orders, or appearing in court to obtain relief to ensure your health, safety, or welfare, or that of your child.

You should provide notice and certification of your need to take leave under this policy. Certification may be sufficiently provided by any of the following:

- A police report indicating that the employee was a victim of domestic violence, sexual assault or stalking;
- A court order protecting or separating the employee from the perpetrator of an act of domestic violence, sexual assault or stalking, or other evidence from the court or prosecuting attorney that the employee appeared in court; or

- Documentation from a medical professional, domestic violence, sexual assault or stalking victim advocate, health-care provider, or counselor that the employee was undergoing treatment for physical or mental injuries or abuse resulting in victimization from an act of domestic violence, sexual assault or stalking.

Employees who are victims of domestic violence, sexual assault or stalking and need a reasonable accommodation for their safety at work should contact Human Resources to discuss the need for an accommodation. If you are requesting such a reasonable accommodation, you will need to submit a written statement signed by you, or by an individual acting on your behalf, certifying that the accommodation is for the purpose of your safety at work.

For reasonable accommodation requests, the college will also require certification demonstrating that you are the victim of domestic violence, sexual assault or stalking. Any of the forms of certification described above the leave purposes will suffice. The college may request recertification every six months from the date of the previous certification. You should notify the college when an approved accommodation is no longer needed. Whenever possible, you must provide your supervisor reasonable notice before taking any time off under this policy.

4.0.5. *Victims of Crime Leave*

An employee who is themselves a victim or who is the family member of a victim of certain serious crimes may take time off from work to attend judicial proceedings related to the crime or to attend proceedings involving rights of the victim.

A family member of a crime victim may be eligible for this leave if they are the crime victim's spouse, parent, child or sibling. Other family members may also be covered depending on the purpose of the leave.

The absence from work must be in order to attend judicial proceedings or proceedings involving rights of the victim. Only certain crimes are covered. You must provide reasonable advance notice of your need for leave, and documentation related to the proceeding may be required. If advance notice is not possible, you must provide appropriate documentation within a reasonable time after the absence.

An absence from work to attend judicial proceedings or proceedings involving victim rights will be unpaid, unless you choose to use any earned paid time off.

For more information regarding this leave (including whether you are covered, when and what type of documentation is required, and which type of paid time off can be used), please contact Human Resources.

4.0.6. *Volunteer Civil Service Personnel*

No employee shall be disciplined for taking time off to perform emergency duty as a volunteer firefighter, peace officer, or emergency rescue personnel. You are also eligible for unpaid leave for required training. Please alert your supervisor that you may have to take time off for emergency duty. When taking time off for emergency duty, please alert your supervisor before doing so when possible.

An employee who is a volunteer firefighter, reserve peace officer or emergency rescue personnel is permitted unpaid time off, not to exceed fourteen (14) days per calendar year, for the purpose of engaging in fire, law enforcement or emergency rescue training. If you request time off under the policy you must notify your direct supervisor immediately after the need for the leave becomes known.

4.0.7. *Civil Air Patrol Leave*

No employee with more than 90 days of service shall be disciplined for taking time off to perform emergency duty as a volunteer in the California Civil Air Patrol. If you are a Civil Air Patrol volunteer, please alert your supervisor that you may have to take time off for emergency duty. When taking time off for emergency duty, please alert your supervisor before doing so, giving as much advance notice as possible.

Up to ten (10) unpaid days of leave for duty may be taken each year. However, leave for a single emergency mission cannot exceed 3 days, unless the emergency is extended by the entity in charge of the operation and the extension of leave is approved by the college.

4.0.8. *Organ and Bone Marrow Donor Leave*

Staff employed for at least 90 days and who are donors for organ or bone marrow may take time off as follows:

- Employees may take up to 30 business days of leave in any one-year period for the purpose of donating an organ to another person. The one-year period is calculated from the date the employee begins their leave.
- Employees may take up to 5 business days of leave in any one-year period for the purpose of donating bone marrow to another person. The one-year period is calculated from the date the employee's leave begins.

During the leave for organ/bone marrow donors, the college will continue to provide and pay for any group health plan benefits the employee was enrolled in prior to the leave of absence.

Employees who wish to take a leave of absence to donate bone marrow or an organ will be required to provide written verification of the need for leave, including confirmation that the employee is an organ or bone marrow donor and that there is a medical necessity for the donation of the organ or bone marrow.

- The college requires that employees taking leave for organ donation use two weeks (10 days) of accrued but unused sick leave, paid time off (PTO) and/or vacation.
- The college requires that employees taking leave for bone marrow donation use five (5) days of accrued but unused sick leave, PTO and/or vacation.

Once a Donor has exhausted the required paid sick, PTO and/or vacation leave, the employee will not be paid for the remaining leave of absence.

Leave taken for the purpose of organ or bone marrow donation is not leave for the purpose of family medical leave under The California Family Rights Act, or Family and Medical Leave Act.

4.P. *Family Medical and Military Leaves*

As an employee, you may be entitled to a protected leave of absence depending upon your situation. This policy is intended to provide you with information concerning state and federal entitlements and obligations you may have during such leaves. If you have any questions concerning this policy, please contact the leaves specialist in Human Resources at leaves@cca.edu.

4.P.1. *Family and Medical Leave Act*

The college grants family and medical leave in accordance with the requirements of applicable state and federal laws in effect at the time the leave is granted. No greater or lesser leave benefits will be granted than those set forth in such state or federal laws. Please contact the leaves specialist in Human Resources at leaves@cca.edu 30 days prior to a foreseen leave, or as soon as you become aware of the need for a family or medical leave. The following is a summary of the relevant provisions. A more detailed information will be provided when a leave is requested. Certain restrictions on these benefits may apply.

4.P.1.a. *Eligibility*

To be eligible for family and medical leave benefits as provided by federal and California law, the employee must have worked for the college a minimum amount in the 12 months preceding the leave, except if the need is related to pregnancy.

4.P.1.b. *Leave Available*

Under most circumstances, leave under federal and state law will run at the same time and the eligible employee will be entitled to a total of 12 weeks of family and medical leave in the designated 12-month period. A 12-month rolling period begins on the date of an employee's first use of federal family or medical leave. Successive 12-month periods commence on the date of an employee's first use of such leave after the preceding 12-month period has ended. The 12 months of service need not be consecutive.

For leave to care for a covered service member, the 12-month period begins on the first day of the leave, regardless of how the 12-month period is calculated for other leaves. Leave to care for a covered service member is for a maximum of 26 workweeks during a 12-month period.

Under some circumstances, employees may take family or medical leave intermittently—that is, in blocks of time, or by reducing their normal weekly or daily work schedule.

4.P.1.c. *Eligible Leave Reasons*

Family and Medical Leave may be used for the following reasons:

- The birth of the employee's child, or placement of a child with the employee for adoption or foster care (FMLA/CFRA);
- For incapacity due to pregnancy, prenatal medical care or childbirth (FMLA only);
- To care for the employee's spouse, child, or parent who has a serious health condition (FMLA/CFRA);
- To care for the employee's registered domestic partner (CFRA only);
- For a serious health condition that makes the employee unable to perform their job (FMLA/CFRA).

4.P.2. *FMLA Military Leave*

If you are called into active military service, you enlist in the uniformed services, or you attend yearly Reserves or National Guard duty, you will be eligible to receive an unpaid military leave of absence. You should give management as much advance notice of your need for military leave as possible so that we can maintain proper coverage while you are away. Employees should bring their military service orders to the Human Resources

Department for review prior to commencement of the leave.

4.P.2.a. *Military Family Leave*

To the extent mandated by law, employees may receive extended unpaid FMLA leave in connection with a serious injury or illness while on active military duty. Employees who work more than 20 hours per week and have a spouse in the United States Armed Forces, the National Guard or the Reserves who have been deployed during a period of military conflict are eligible for up to 10 unpaid days off while their spouse is home during a qualified leave period.

When an employee is also eligible for military family member exigency leave, leave under this policy shall also count toward the employee's leave entitlement under the Family and Medical Leave Act (FMLA), where the time off meets the definition of FMLA military exigency leave.

4.P.2.b. *Definitions*

For the purposes of this policy, the following definitions apply:

"Qualified Member" means any of the following:

(a) A member of the United States Armed Forces who is deployed during a period of military conflict to an area designated as a combat theater or combat zone by the President of the United States; or
(b) A member of the National Guard who is deployed during a period of military conflict; or
(c) A member of the Reserves who is deployed during a period of military conflict.

"Period of Military Conflict" means any of the following:

(a) A period of war declared by the U.S. Congress; or
(b) A period of deployment for which members of the Reserves are ordered to active duty.

"Qualified Leave Period" means the period during which the qualified member is on leave from deployment during a period of military conflict.

4.P.2.c. *Eligible Leave Reasons & Duration*

Eligible employees whose spouse, son, daughter or parent is on covered active duty or call to covered active duty status may use their 12-week leave entitlement to address certain

qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

Eligible employees may also take a special leave entitlement of up to 26 weeks of leave to care for a covered service member during a single 12-month period. (FMLA/CFRA for 12 weeks if the care provider is eligible for both, followed by 14 weeks of (FMLA only), or 26 weeks of FMLA only if leave is not CFRA covered leave). A covered service member is either:

- A current member of the Armed forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness*; or
- A veteran who was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave to care for the covered veteran, and who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness.*

*The FMLA definitions of "serious injury or illness" for current service members and veterans are distinct from the FMLA definition of "serious health condition."

4.P.3. *Pregnancy Disability Leave*

An employee who is disabled due to pregnancy, childbirth, or a related medical condition may take up to a maximum of four months/17 weeks of unpaid leave.

As an alternative to this leave, the college may transfer the employee to a less strenuous or hazardous position if the employee so requests, on the advice of their physician, if the transfer can reasonably be accommodated. The alternative position need not consist of equivalent duties, but must have the equivalent rate of pay and benefits. The employee must be qualified for the position. The position must better accommodate the employee's leave requirements than their regular job. Transfer to an alternative position can include altering an existing job to better accommodate the employee's need for intermittent leave or a reduced work schedule.

Once the pregnant employee is no longer disabled, or once the employee has exhausted this leave, and has given birth, they may apply for leave under the California Family Rights Act for purposes of baby bonding, if the employee meets those eligibility requirements.

4.P.4. *Medical Leave of Absence Procedures*

Employees interested in learning more, or in making a request should email leaves@cca.edu as soon as you realize the need for family and medical leave. The following procedures shall apply when an employee requests a medical leave:

4.P.4.a. *Notice and Certification Requirements*

Employees seeking to use a medical leave are required to provide the following:

- 30-day advance notice when the need for the leave is foreseeable; if the employee cannot provide 30 days' notice, the college must be informed as soon as is practical
- Medical certification from a health care provider (both prior to the leave and prior to reinstatement)
- Periodic recertification when requested; and periodic reports during the leave as appropriate.

Please contact Human Resources at leaves@cca.edu as soon as you realize the need for family/medical leave. When leave is needed for planned medical treatment for an immediate family member or the employee's own serious health condition, the employee must try to work with the chair, dean, and the associate director of faculty affairs and records to ensure the scheduling of any planned medical treatment and adjustments to the work schedule are coordinated in a way that minimizes disruption to college operations.

If the request is made because of the employee's own serious health condition, the college may require, at its expense, a second opinion from a health care provider that the college chooses. The health care provider designated to give a second opinion will not be one who is employed on a regular basis by the college.

If the second opinion differs from the first opinion, the college may require, at its expense, the employee to obtain the opinion of a third health care provider designated or approved jointly by the employer and the employee. The opinion of the third health care provider shall be considered final and binding on the college and the employee.

When both parents are employed by the college, and request simultaneous leave for the birth or placement for adoption or foster care of a child, the college will not grant more than a combined total of 12 workweeks family/medical leave for this reason.

4.P.4.b. *Compensation During Medical Leave*

Family and medical leave is unpaid. CCA requires employees to use accrued paid sick time during the family or medical leave.

4.P.4.c. *Benefits During Medical Leave*

CCA maintains group health insurance coverage for a staff member on family or medical leave (for a maximum of 12 workweeks; 26 workweeks if the leave is to care for a covered service member; or up to four months for employees on pregnancy disability leave) if such insurance was provided before the leave was taken, and on the same terms as if the employee had continued to work. The college may recover premiums it paid to maintain health coverage for an employee who fails to maintain the employee portion of the premiums, or fails to return to work following a family or medical leave.

Payment is due when it would be made by payroll deduction, or can be prepaid in the event the individual stops receiving payroll deductions.

4.P.4.d. *Reinstatement After Medical Leave*

Under most circumstances, upon submission of a medical certification that an employee is able to return to work from family, medical, or pregnancy disability leave, the employee will be reinstated to their original job, or to an equivalent job with equivalent pay, benefits, and other employment terms and conditions. However, an employee has no greater right to reinstatement than if they had been continuously employed rather than on leave. For example, if an employee on family or medical leave would have been laid off had they not gone on leave, or if their job was eliminated or filled in order to avoid undermining the college's ability to operate safely and efficiently while they were on leave, and there are no equivalent jobs available, then the employee would not be entitled to reinstatement.

For faculty, the number of teaching lines and other non-instructional compensation they are contracted for upon reinstatement depends on a variety of factors, including the point in the semester or academic year at which they return, the number of course sections available, the faculty's availability, and so on.

If intermittent leave or leave on a reduced work schedule is medically advisable, the employee may, in some instances, be required to transfer temporarily to an available alternative position that meets the employee's needs. The alternative position need not consist of equivalent duties, but must have the equivalent rate of pay and benefits. The employee must be qualified for the position. The position must better accommodate the employee's leave requirements than their regular job. Transfer to an alternative position can

include altering an existing job to better accommodate the employee's need for intermittent leave or a reduced work schedule.

Upon submission of a medical certification that an employee is able to return to work from a pregnancy disability leave, an employee will be reinstated to their same position held at the time the leave began or, in certain instances, to a comparable position, if available. There are limited exceptions to this policy. An employee returning from a pregnancy disability leave has no greater right to reinstatement than if the employee had been continuously employed.

If because of a physical or mental disability, an employee returning from medical leave taken for their own serious health condition is in need of reasonable disability accommodation to be able to perform the functions of their job, the employee should request accommodations by communications with the Human Resources at leaves@cca.edu.

The college may hold in abeyance or proceed with any counseling, performance reviews, or disciplinary action, including discharge, that were contemplated prior to an employee's request for or receipt of a leave of absence. If such action is held in abeyance during the period of leave of absence, the college reserves the right to proceed with such action upon the employee's return. Requesting or receiving a leave of absence in no way relieves an employee of their obligation while on the job to perform their job responsibilities capably and up to the college's expectations and to observe all college policies, rules, and procedures.

4.P.4.e. *Return to Work/Fitness for Duty Medical Certifications*

Employees returning to work from all leaves that were taken because of their own serious health conditions must provide Human Resources with medical certification confirming they are able to return to work and perform the essential functions of the position, with or without reasonable accommodation. The college may delay and/or deny job restoration until employees provide return to work/fitness for duty certifications.

If intermittent leave or leave on a reduced work schedule is approved, the employee may, in some instances, be required to transfer temporarily to an available alternative position that meets the employee's needs. The alternative position need not consist of equivalent duties, but must have the equivalent rate of pay and benefits. The employee must be qualified for the position. The position must better accommodate the employee's leave requirements than their regular job. Transfer to an alternative position can include altering an existing job to better accommodate the employee's need for intermittent leave or a reduced work schedule.

Upon submission of a medical certification that an employee is able to return to work from a pregnancy disability leave, an employee will be reinstated to their same position held at the time the leave began or, in certain instances, to a comparable position, if available. There are limited exceptions to this policy. An employee returning from a pregnancy disability leave has no greater right to reinstatement than if the employee had been continuously employed.

Employees on pregnancy disability leave will be allowed to continue to participate in group health insurance coverage for up to a maximum of four months of disability leave (if such insurance was provided before the leave was taken) at the level and under the conditions that coverage would have been provided if the employee had continued in employment continuously for the duration of the leave.

In some instances, an employer can recover from an employee premiums paid to maintain health coverage if the employee fails to return following leave.

Appendices

Appendix A: American Association of University Professors (AAUP) Statement on Academic Freedom

Academic freedom is a special freedom, necessary to the mission of professors in a university. Professional responsibility is its logical correlative. As individuals, professors have the responsibility to conduct themselves in ways that will promote the achievement of the purposes for which academic freedom exists. And as members of a profession possessed of certain rights of self-government, university professors as a group have an obligation to keep their house in order and to take such steps as may be necessary to the fulfillment of their professional mission.

The responsibilities of a faculty member fall into the following four main areas:
1. their subjects
2. their students
3. the institution of which they are a part
4. their profession and the community at large

The professor's primary responsibility is to their subject—to seek and to state the truth in that subject as they see it. In carrying out this responsibility, it is the professor's duty to guard their freedom to inquire, not only against overt assault, but against any personal commitments on their part that are incompatible with that freedom. The preservation of the integrity and vitality of their subjects also requires professors to comment on the work of their colleagues and to advise their own or other universities about the appointment, retention, or promotion of individual scholars. It is self-evident that the scholar and teacher will best fulfill this responsibility by attempting, as far as it is humanly possible, to base their professional judgments of their colleagues exclusively upon their work and upon their contributions, actual or potential, to teaching and inquiry.

The professor's central responsibility to the students is to teach them their subject and to do so in accordance with the best standards of scholarship in their discipline. A primary duty of the professor with regard to their students, accordingly, is to keep abreast of developments in their field. A further obligation is to see that the process of teaching and learning is conducted in an atmosphere of free and unhampered inquiry. The professor has a responsibility to their students to entertain all relevant questions and to guard the classroom against external pressures, including the student's fear that what they do or say in the honest pursuit of intellectual inquiries will affect their rating within a course, future chances of employment, or later standing in the community.

The relationship between teacher and student also has dimensions that reach beyond the classroom. It is clearly incompatible with elementary standards of professional or personal

behavior for the professor to use their relationship to their students to exploit them for their own private purposes. Beyond this, the professor is obviously one agent among others in the personal development of their students. They influence them not only through their subject but through their own personal deportment and intellectual style, and it is their responsibility to keep this consideration in mind. It cannot be a requirement of membership in the scholarly community, however, that the scholar give up legal rights or personal liberties normally enjoyed by other citizens. Any attempt to impose a uniform code of personal behavior on all members of the university faculties endangers the foundations of free scholarship.

It may be assumed that colleges and universities exist for the same purposes that professors exist—namely, the advancement of learning. Accordingly, the primary responsibility of a professor to the institution that employs them is that they fulfill their responsibilities to their own field of knowledge and to their students. Administrative work, curriculum studies, committee service, and the like are, however, reasonable parts of a professor's duties. It is a responsibility of the institution to see that these burdens do not fall so heavily on particular individuals that they find it difficult to meet their immediate obligations to their subjects or their students. It is equally a responsibility of the individual professor to see that they do not sacrifice any one major area of responsibility in an excessive concern with the others. In activities in which the professor engages outside the college or university, it is plainly their responsibility to make it plain, when circumstances require, that they are acting as an individual and not as a representative of their institution or of the scholarly profession. It is also their responsibility to measure the amount and character of such work as they may do outside the university in terms of their primary responsibility to their parent institution.

The professor's obligations to the community, like the professor's rights within the community, cannot be less than those of any responsible citizen. Their responsibility both to their profession and to the outside community is plainly the fulfillment of their responsibilities to their subject, to their students, and to their parent institution. As a citizen and as a member of a profession that depends upon freedom for its health and integrity, furthermore, the individual scholar also has an obligation to maintain and advance the conditions of free inquiry. This obligation reaches beyond the classroom or laboratory.

Appendix B: AAUP Statement on Professional Ethics

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their

institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

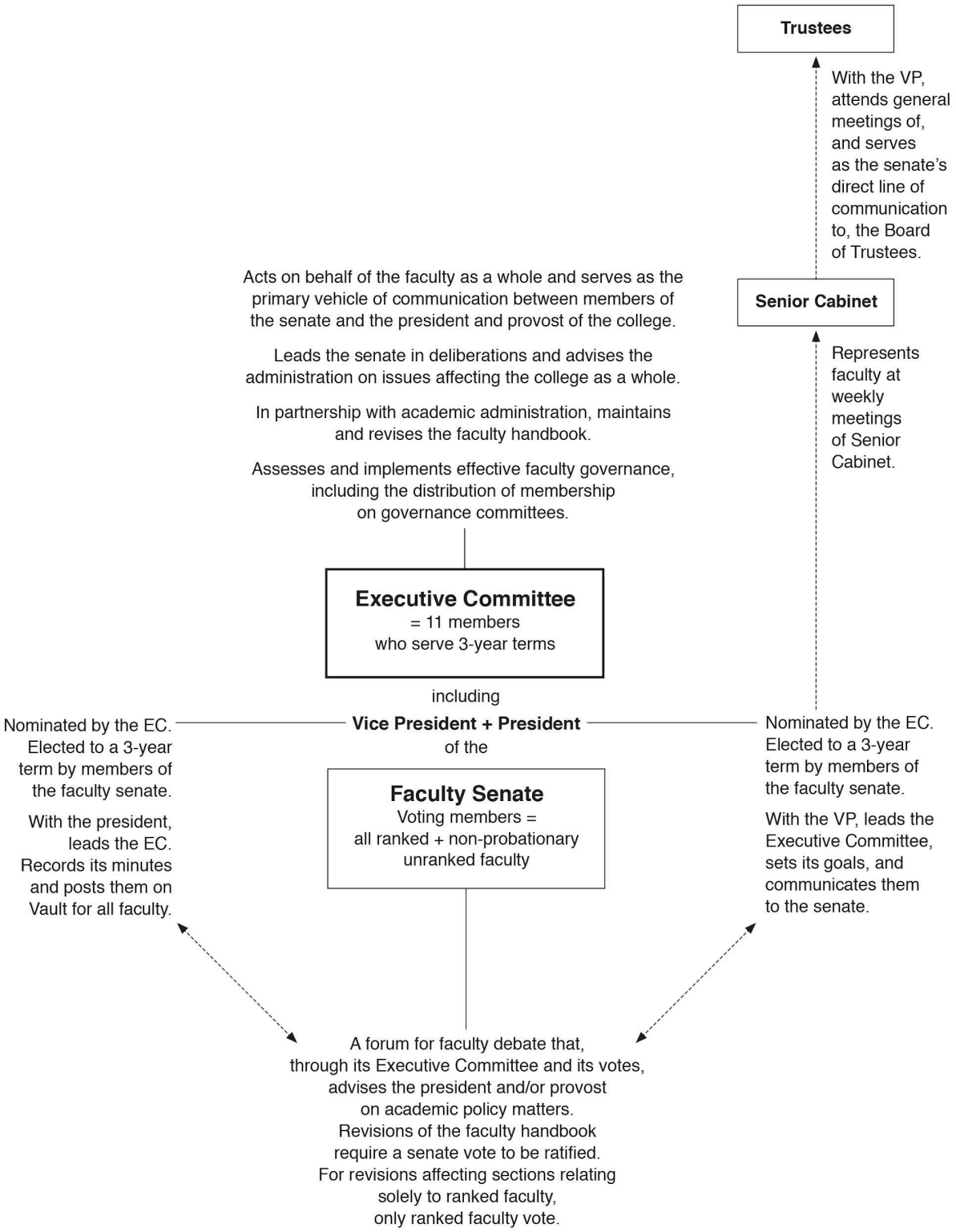
Appendix C: Organization Charts and Job Descriptions

The Board of Trustees
The Board of Trustees consists of thirty-two individuals committed to providing oversight and vision for the future of the college.

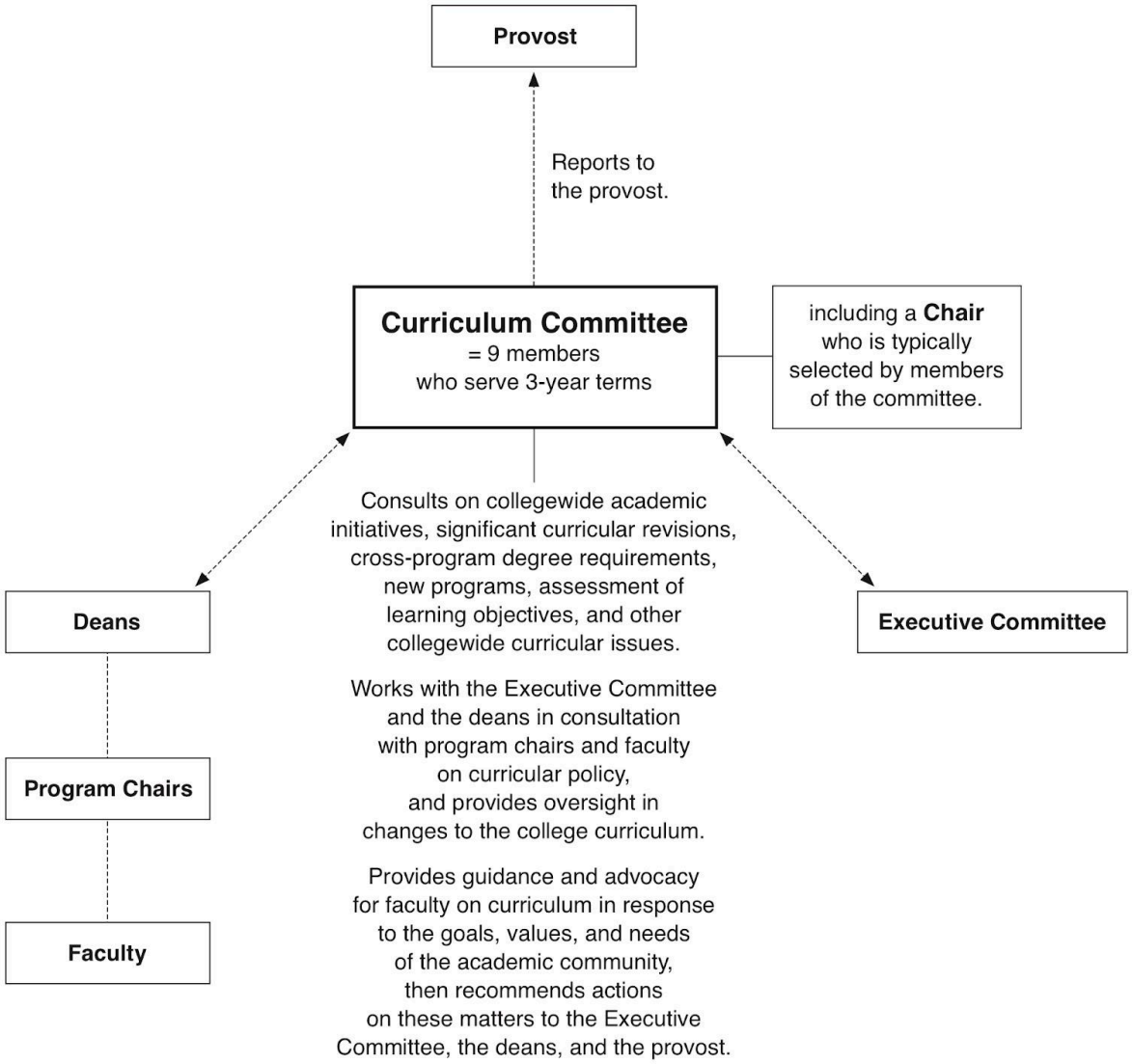
Senior Cabinet
The senior cabinet consists of the president, the provost, all of the college's chief officers and vice presidents, and the president of the faculty senate .

Job Descriptions
Job descriptions for the academic administrative positions including chairs are available in the Academic Affairs section of the Portal.

Executive Committee



Curriculum Committee



Academic Divisions and Programs

Undergraduate Degree-Granting Divisions and Programs

Architecture Division	Design Division	Fine Arts Division	Humanities & Sciences Division
Architecture Program (BArch)	Fashion Design Program (BFA)	Animation Program (BFA)	Critical Studies Program (n/a)
Interior Design Program (BFA)	Furniture Program (BFA)	Ceramics Program (BFA)	Diversity Studies Program (n/a)
	Graphic Design Program (BFA)	Community Arts Program (BFA)	First Year Core Studio Program (n/a)
	Illustration Program (BFA)	Film Program (BFA)	Visual Studies Program (BA)
	Industrial Design Program (BFA)	Glass Program (BFA)	Writing and Literature Program (BA)
	Interaction Design Program (BFA)	Individualized Program (BFA)	
		Jewelry and Metal Arts Program (BFA)	
		Painting and Drawing Program (BFA)	
		Photography Program (BFA)	
		Printmaking Program (BFA)	
		Sculpture Program (BFA)	
		Textiles Program (BFA)	

Graduate Degree-Granting Divisions and Programs

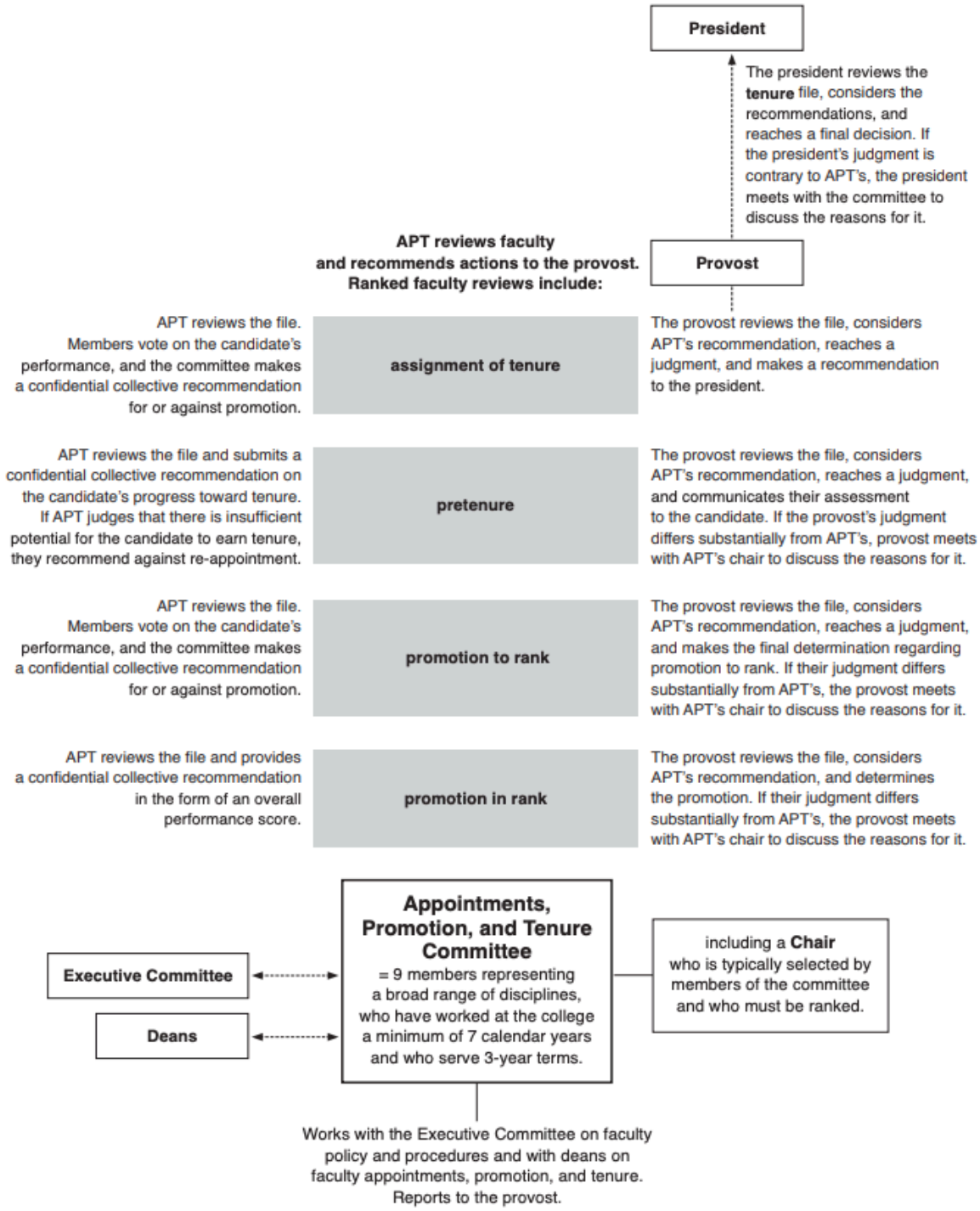
Architecture Division	Design Division	Fine Arts Division	Humanities & Sciences Division
Graduate Architecture Program (MArch)	Graduate Design Program (MFA)	Graduate Curatorial Practice Program (MA)	Graduate Comics Program (MFA)
Graduate Advanced Architectural Design Program (MAAD)	Graduate Design Strategy Program (DMBA)	Graduate Film Program (MFA)	Graduate Visual and Critical Studies Program (MA)
	Graduate Interaction Design Program (MDes)	Graduate Fine Arts Program (MFA)	Graduate Writing Program (MFA)

Non-degree Granting Division and Programs

Special Programs
Extended Education
Pre-College Program
Summer Atelier
Young Artist Studio Program

Appendix D: Promotion-Related Resources and Process

Appointments, Promotion, and Tenure Committee, and its role in Faculty Review Processes



Faculty Record Report

All ranked faculty must complete a Faculty Record Report (FRR) in the first semester of teaching at CCA. Academic Affairs will provide each faculty with a unique digital file in which to record their information and activities. The Faculty Record Report is a cumulative document, and should be comprehensive of each faculty's career accomplishments. The FRR should be updated regularly to include current information and accomplishments. An updated FRR is required for all promotion reviews.

Not all FRR categories will pertain to every faculty's practice or career, but together they describe a range of activities and achievements within which all of CCA's faculty have a place. The standardization of this report provides consistency that is critical to APT's work.

Below are the categories in which faculty are asked to categorize their experience and activities:

I. EDUCATION
- A. Study at accredited college-level institutions
- B. Other training in art/design/architecture or academic specialty
- C. Scholastic honors/fellowships/awards

II. TEACHING HISTORY
- A. College-level, for-credit teaching at accredited colleges other than CCA
- B. College-level, for-credit teaching at non-accredited institutions
- C. Other relevant teaching experience

III. NON-TEACHING PROFESSIONAL EMPLOYMENT
- A. Professional employment
- B. Significant projects or designs in which you had a major role
- C. Independent paid commissions

IV. PROFESSIONAL ACTIVITIES: GENERAL AND SCHOLARLY
- A. Professional bibliography
- B. Personal bibliography
- C. Oral presentations
- D. Honors and awards
- E. Service as juror of professional competitions
- F. Memberships in relevant professional organizations

V. PROFESSIONAL ACTIVITIES: ART, DESIGN, ARCHITECTURE
- A. Solo exhibitions
- B. Curated group exhibitions
- C. Juried group exhibitions
- D. Performance, site-specific work, screenings, etc.
- E. Collections that include your work
- F. Inclusion in juried annuals and/or catalogs
- G. Exhibitions and other events curated by you

VI. SERVICE TO THE COLLEGE – CCA

A. Collegewide committee service (outside your home program)
B. Other collegewide service (outside your home program)
C. Service within your home program
D. Service as program chair

VII. SERVICE TO THE COMMUNITY

A. Service on public or nonprofit boards
B. Donations of professional services or work to public or nonprofit organizations
C. Other service to the community

VIII. ULTIMATE OTHER

Service Resources

Faculty should consult with their program chair and/or dean regarding service opportunities and their individual commitments on an annual basis.

This Ranked Faculty Service page provides a preliminary guide to collegewide service and some other division- or program-wide opportunities that are standard across the college. This is not an exhaustive resource. Additional service opportunities may exist.

Appendix E: Other CCA Organization and Governance Documents

The Faculty Handbook covers all matters specifically related to ranked faculty and all matters specifically related to unranked faculty that are not otherwise described by the Collective Bargaining Agreement. However, there are other official documents pertaining to the organization and governance of the college.

Collective Bargaining Agreement
The Collective Bargaining Agreement (CBA) went into effect on May 1, 2017. It is a union contract that covers all regular unranked faculty at CCA. For CBA covered faculty, the CBA takes precedence over the Faculty Handbook in terms of application of rights, responsibilities, policies and procedures.

Board of Trustees Bylaws
The corporate powers of California College of the Arts are vested in the Board of Trustees, which administers by virtue of its bylaws.

CCA Staff Handbook
The CCA Staff Handbook delineates the organizational policies, procedures, rights and responsibilities for non-faculty CCA employees.

CCA Student Handbook
The Student Handbook serves as a guide to the programs, policies, procedures, requirements, and resources for students at CCA.

CCA Cares
CCA Cares is an initiative to address potential harm to students or other members of the CCA community. Its aim is to employ appropriate positive intervention to identify the underlying causes of such potential harm so that preventative action may benefit the students and the college community alike.

CCA Benefits Guide
Human Resources produces an updated benefit guide annually outlining the college's various benefit options.

Faculty Absence Reporting
Faculty are required to follow any policies set forth by Human Resources with regard to reporting and tracking their sick time. This absence policy page contains the most up to date policy.

Appendix F: Glossary of Acronyms

Common acronyms used in the Faculty Handbook:

AAUP: American Association of University Professors
APT: Appointments, Promotion, and Tenure Committee
CBA: Collective Bargaining Agreement
CC: Curriculum Committee
CFRA: California Family Rights Act
EC: Executive Committee
FERPA: Family Educational Rights and Privacy Act
FRR: Faculty Record Report
FMLA: Family and Medical Leave Act
FTE: Full-time equivalent
HR: Human Resources
IRC: Initial Review Committee
PIR: Promotion in rank
PTO: Paid time off
PTR: Promotion to rank
RR: Ranked renewable

This glossary also exists on the Portal. The Portal glossary includes additional acronyms not referenced directly in the handbook, though commonly used across the college.

Appendix G: The Handbook and Governance Structure History

Note: This appendix does not record every update ever made to the Faculty Handbook. Rather it contains entries describing the origins of the handbook and major subsequent revisions to it.

From the 1997 version of the Handbook:

CCA's Faculty Handbook was first incarnated in 1983 based upon the principle of achieving a cohesive system of faculty governance through the college's committee structure. These committees included the Executive Committee; Appointments, Promotions, and Tenure; Handbook and Governance Oversight; Remuneration and Benefits; Curriculum and Academic Policy; Budget and Facilities; Student Life; Long-Range Planning; Diversity; and ad hoc committees. The Handbook Committee was formed to serve the ongoing purpose of evaluation and modification of procedures and policies defined in this document and to assure Faculty Senate ratification of collegewide issues.

In 1988 the Handbook Committee initiated an evaluation of the Faculty Handbook and identified key problems with the text. This procedure resulted in a partial update of the handbook in 1990. Concurrently, administrative and educational changes were occurring at the college as a result of the implementation of the college's long-range planning and the strategic plan. At this time, a new governance structure was defined based on a cross-college representative model that required disbanding and transforming many of the college committees. One of the results of these changes was a new Academic Planning Board (APB) that includes deans, the Executive Committee, and the provost. This committee was formed to serve the substantial need for a more developed working relationship between the faculty and the administration. Through the reduction of the former redundant and cumbersome committee structure, greater responsibility was placed on the Executive Committee and the Academic Planning Board. Additionally, the Executive Committee is charged with creating ad hoc / as-needed committees to address short-term issues, structure faculty input, and serve as the primary information conduit to the faculty at large on all key faculty issues. The committees that were retained through this period of change are the Executive Committee; the Appointments, Promotion, and Tenure Committee; the Diversity Committee; and ad hoc committees.

In 1995, at the request of the president of the college and the Executive Committee, a faculty handbook coordinator was hired to complete the handbook revision through evaluating all aspects of its contents and bringing it up to date with the college's current governance structure, policies, and procedures. Since that time, through to the present, an ad hoc Handbook Committee, the Executive Committee, the Academic Planning Board, the president of the college, and the college's legal counsel have worked diligently with the faculty handbook coordinator and the president of the Faculty Senate to complete a thorough self-study, make recommendations for changes in all areas of the handbook, bring

specific controversial items to the senate for discussion, and ultimately to ballot the senate on the whole handbook revision chapter by chapter.

Since this more recent handbook-revision process began, two new and important committees have been added to the overall faculty governance structure: the Technology Committee and the Grievance Committee. The Grievance Committee, which existed earlier in a variety of forms, has also had its purpose clarified through the help of the college's legal counsel during the last year of the handbook revision process. The college's legal counsel has also revised and updated our policies on unlawful harassment, family and medical leave laws, and grievance procedures.

Recognizing that there is a need for a clearly defined document that describes the working relationship and responsibilities that exist between the administration and the faculty, the president of the college proposed that a memorandum of understanding (MOU) be written in unison with the handbook-revision process. While the handbook was undergoing intense scrutiny, issues were identified for the MOU by the Executive Committee and the president of the college. A small committee composed of both the college's administration and faculty was formed to complete the document for final review and ratification in fall 1997.

Finally, the revised Faculty Handbook, memorandum of understanding, and appendices stand as a substantial manifestation of a lively and ongoing willingness of both the faculty and the administration to continually reexamine, clarify, and change its goals, definitions, and policies. It also reflects the college's dedication to remain continually thoughtful of its vision both of the college as a whole and its constituent parts. Lastly, they serve as important documents for the national accreditation of the entire institution.

Nance O'Banion
President of the Faculty Senate
November 1, 1997

From the 2010 version of the Handbook:
Starting in the fall of 2008 and concluding in the spring 2010 the Executive Committee took on the task of a major update of the CCA Faculty Handbook. The handbook was no longer representing the academic structure of the college, which had recently appointed faculty as deans of four area divisions. The handbook was also in a general state of disrepair; there were many minor inaccuracies around shifts and growth in programs, the role of technology and the function and capacity of faculty governance committees.

A subcommittee of the Executive Committee was formed and met regularly to tackle some of the major editorial changes and policy updates, having mainly to do with Chapters 1 and 2. This subcommittee also met with the deans, provost and associate provost during several

stages of the process, and the Executive Committee as a whole was involved throughout. The faculty senate president held several all-faculty meetings to both gather participation and input from the faculty at large and to report out on the progress of the handbook edit and update.

As part of this update of the faculty handbook, the Executive Committee also created a new policy and procedure for the ongoing maintenance of the handbook. The faculty senate president will be responsible, in collaboration with the provost, associate provost, president of the college and Executive Committee, for bringing any pertinent ballot issues before the faculty for senate vote on an annual basis (see: Chapter 2, 1.10.1 Faculty Handbook Status and Revision Process).

Tammy Rae Carland
President of the Faculty Senate
June 17, 2010

2019 Version
In fall 2017, a subcommittee of the Executive Committee was formed to work with the provost and Academic Affairs staff on an overhaul of the Faculty Handbook. This work followed a hiatus in handbook maintenance due most recently to a deferral of changes pending the outcome of contract negotiations with a newly formed union of unranked faculty.

When the union contract went into effect in May 2017, it prompted a restructuring of the handbook. Since policies relating specifically to unranked faculty were to be governed by that contract, superseded policies relating to this group needed to be removed from the handbook. Thus, for example, Chapter 2 now only covers policies related to ranked faculty.

In addition to this restructuring, the goals of the revision were threefold: to clarify language, update information, and improve usability. Where policy and processes were concerned, the vast majority of the work done to handbook language was focused on making principles, explanations, and descriptions as clear as possible. In some cases, this involved streamlining statements. In others, it required expanding statements to include the purpose of a standard or an example of its application.

Updates were made to practical information, such as contact numbers and resource sites; to legal and employment codes, such as state and federal regulations; and to reconfigured academic administrative roles, such as those of the deans. But the biggest change to the handbook's currency came from a concerted effort to complement its contents with information that could be more easily kept up to date. Both the handbook's appendices and

Academic Affairs web pages have been augmented with useful information, guidelines, and resources.

In addition to facilitating updates and additions, this distribution of content across multiple contexts should make information easier to find where and when it is needed. Links to this expanded content can be found throughout the revised handbook, while links to content *within* the handbook should make the document itself easier to navigate. Also, where feasible, comparative tables and organizational charts have been added for visual reference.

In sum, while not introducing any major policy changes, this revision comprises a host of textual and technical improvements, none of which could have been achieved without the sustained effort and effective collaboration of Academic Administrative staff and Executive Committee members. Advice from Educational Technology Services staff, input from Human Resources staff, and consultation with the chairs of APT and the Curriculum Committee also contributed to the completion of this revision.

The results, we hope, will be shared understandings and consistent applications of policy, as well as information and resources that can be more easily updated, developed, and accessed.

Emily McVarish
Faculty Senate President