

ARTICLE 17

HUMAN RESOURCES ISSUES

17.01 Appointment

A. Faculty Appointments and Status

The choice of persons for initial appointments as faculty members, type of appointment, continuation of appointment, and the granting of continuing contract status (see SBE rule 6A-14.0411) shall be governed by the appropriate rules of the State Board of Education.

B. Selection of New Faculty

1. When consideration is being given to hiring new full-time tenure-track faculty members, the College does hereby invite, to the extent feasible, input from current faculty members through formation of appropriate departmental Screening and Search Committees. Screening and Search Committee recommendations will be given reasonable consideration when final decisions regarding employment are made. Final decisions regarding employment rest entirely with the College.
2. When consideration is being given to hiring new full-time lecturers, at least one faculty member shall be invited to serve on the Screening and Search Committee. However, in the case of emergency circumstances the College will appoint lecturers to full-time, temporary positions until the position can be advertised and filled through the standard process.
3. Faculty members shall, with their consent, serve on departmental Screening and Search Committees.

C. Continuing Contract

1. Each full-time faculty member to whom a continuing contract has been issued shall be entitled to continue in a position in the College at the salary schedule mutually agreed to by the College and the Association in accordance with SBE Rule 6A-14.0411.
2. A tenured faculty member who accepts an administrative appointment beginning on or after July 1, 2015 shall retain the right to return to the faculty position through June 30 following five (5) full years on the administrative appointment or voluntarily resign his or her continuing contract.
3. Compensation for any tenured faculty member who returns to the faculty position under 17.01.C.2 will be the same as if the faculty member had not accepted an administrative position.

D. Involuntary Changes

Any involuntary change in a faculty member's status shall be made only for just cause and in accordance with the provisions of this Collective Bargaining Agreement and State Board of Education Rules for operation of the Florida College System.

E. Transfers

All tenure-track faculty position openings shall be announced internally. Additional vacancies within six (6) months of the initial review date of a previously posted position may be filled using the previous applicant pool without additional announcement or advertisement. Any qualified tenure-track faculty member desiring consideration for transfer to an announced open position in another department shall complete the standard College job application. Internal applicants will be evaluated by the same standards and criteria which apply to all other candidates for the position, and, if qualified, will be interviewed by the Search Committee during the interview process. If two or more tenure-track faculty members who apply are considered equally appropriate for filling the vacancy, seniority at the College will be used as the deciding factor. Following the written notification of the successful candidate, all faculty members requesting transfer to the position shall be notified in writing by the Director, Human Resources of the outcome of the selection process.

17.02 Changes in Duty Station or Assignment

A. Primary Duty Station

Each faculty member shall have a primary duty station recorded in the College's personnel system.

In the event of a change in the primary duty station, the faculty member shall be given advanced verbal notice by the College to be followed with a written confirmation.

It is the right of the faculty member to be involved during the discussion phase prior to any final decision regarding reassignment. Reassignments shall not be done arbitrarily or capriciously. Efforts shall be taken by the College to prevent changes during the academic year. Any changes during the year shall be for legitimate and justifiable business or academic reasons.

In the event that the College foresees the need to make such a change, it shall immediately involve the faculty member in a discussion of the impact of the action. In the course of these discussions the parties shall consider many factors, including but not limited to, natural attrition, alternative actions, voluntary transfers (see Section 17.01E), ample notice of all actions, and seniority. The faculty member may be accompanied by the Association President or his or her designee at any and all of these meetings.

A faculty member may request a change in duty station through the immediate supervisor.

A change in primary duty station is not finalized until approved by the Vice President of Academic Affairs.

B. Temporary Duty

Once a faculty member has been assigned to and has begun the performance of a regular teaching load or schedule of duties for a given term and after the end of the drop/add period plus five (5) work days for Fall and Spring semesters or three (3) work days for Summer semester, he or she will not be assigned to other regular load duties at the same or at a different location from his or her primary duty station without his or her consent, except where the College finds that an emergency or necessity exists, in which event the needs of the College shall prevail, and the applicable Board rules as to travel allowances and/or per diem shall apply.

17.03 Disciplinary Action

A. Definition

Except as provided in applicable statutes or State Board of Education Rules, discipline of any type shall be based only on a faculty member's work-related performance, conduct, or duties, and administered only by an appropriate administrator. A faculty member's conduct is subject to disciplinary action: a) when the faculty member is acting as an agent of the College, regardless of time or location; and b) when the faculty member is on College premises. All formal discipline shall be timely, fair, and only for just cause, and shall begin at and proceed to the level of discipline appropriate to the action(s) under consideration. Disciplinary action shall include the following steps of increasing discipline: oral warning, written warning, written reprimand, suspension with or without pay, return to annual contract, and dismissal. If the severity of the actions under consideration so warrants, discipline may begin at a higher level than the first step or proceed to a higher level than the next sequential step. Other unrelated actions subject to discipline are separate events and disciplinary action will begin at the appropriate level. Normally, however, discipline will progress through the steps established above. Anonymous complaints shall not be used as evidence in support of disciplinary actions(s). However, although student feedback surveys are designed primarily for the improvement of teaching and learning and a faculty member's self-improvement, the results may be used by the College in support of personnel decisions.

B. Procedure

1. An oral warning notifies a faculty member that work-related performance is below standards established by written policies or common professional practice or that conduct is unacceptable and that more serious disciplinary action will take place if these standards are not achieved within reasonable time frames or if conduct continues to be unacceptable. If work-related performance continues to be below established standards or if conduct continues to be unacceptable, then the more severe disciplinary step of a written warning would be initiated and, if necessary, a written reprimand would be the next step for continued below-standard performance. Warnings and reprimands shall be discussed with the faculty member in person. Documentation of each step in the disciplinary process shall be made by the initiating administrator and acknowledged by the faculty member in accordance with Appendix N of this contract.
2. Any faculty member who is under continuing contract may be dismissed or may be returned to annual contract status at the discretion of the Board when a recommendation to that effect is submitted in writing to the Board on or before April 1 of any College year, giving good and sufficient reasons therefore, by the President and provided the President's recommendation is approved by a majority of the Board. The faculty member whose contract is under consideration shall be duly notified in writing at least seven (7) days prior to the filing of the written recommendation with the Board, and such notice shall include a copy of the charges. Should the Board determine that it will consider the charges filed, it shall direct that notification be given to the faculty member of his or her hearing rights being filed with it and a copy served upon the faculty member. If the faculty member wishes a public hearing, he or she shall notify the Board in writing within ten (10) days after the date of service of the recommendation. The hearing shall proceed in substantial compliance with the model rules of procedure, Chapter 28, Florida Administrative Code (FAC), unless the parties mutually agree to an alternative hearing procedure. In the event the employee does not request a public hearing, the Board shall proceed to take appropriate action. Any decision adverse to the faculty member shall be made by a majority vote of the full membership of the Board.

3. Any full-time faculty member may be placed on paid administrative leave by the President, while an investigation is conducted into any charge of misconduct.
4. Any full-time faculty member may be suspended without pay or dismissed by the Board upon recommendation of the President at any time during the College year, provided that no such faculty member may be dismissed during the College year without opportunity to be heard at a public hearing after at least fourteen (14) days' notice of the charges and of the time and place of the hearing; and provided further that the charges must be based on conduct including, but not limited to, immorality, misconduct in office, incompetency, "job-related" dishonesty, gross insubordination, willful neglect of duty, drunkenness, or conviction of any crime that adversely affects a faculty member's position. A petition conforming to the requirements of the model rules of procedure, Chapter 28, FAC, specifying the charges and notifying the faculty member of his or her hearing rights shall be filed with the Board and a copy served upon the faculty member whenever such charges are made. The Board may suspend such faculty member without pay pending an informal hearing if requested by the faculty member. At any such informal hearing, the Board shall determine the necessity to suspend and withhold pay and whether probable cause exists to support the charges. If the Board determines that probable cause exists to support the charges and there exists a necessity of continuing the suspension without pay then it may do so, but if the charges are not sustained upon final hearing the faculty member shall be immediately reinstated and back salary shall be paid. If the Board determines that there is no necessity to suspend without pay, then it shall reinstate the faculty member with pay and, further, it may dismiss the charges if it determines that probable cause does not exist to support same.
5. In cases where a petition for dismissal or return to annual contract of a faculty member has been filed with the Board, the Board shall hold a public hearing in substantial compliance with the model rules of procedure, Chapter 28, FAC, unless the parties mutually agree to an alternative hearing procedure. If a hearing is requested by the faculty member, after notice as provided above, the Board shall determine upon the evidence as submitted whether the charges have been sustained, and if the charges are sustained, either to dismiss said faculty member, return to annual contract or fix the terms under which said faculty member may be reinstated. If such charges are sustained by a majority vote of full membership of the Board and such faculty member is discharged, the contract of employment shall thereby be canceled.
6. If requested in writing by the faculty member, the Board may utilize the services of a hearing examiner to conduct either formal or informal hearings. The Board shall promptly notify the faculty member of its decision in this regard in writing and shall include in the notice an extract of its minutes which includes the rationale pertaining to the decision.
7. In the event there is at any time a difference between this Article and any provision of Florida Statutes or State Board of Education Regulations, the Florida Statute or the State Board of Education Regulation shall prevail.
8. Nothing in this Article shall be deemed to give any faculty member not on continuing contract status any property interest in his or her employment.
9. During all disciplinary proceedings, a faculty member shall have the right to consult with, and be represented by, a representative of his or her choice.

10. The faculty member shall have the right to respond to disciplinary action in writing and have that response attached to the report of discipline. If any material is found, through mutual agreement, grievance process, or court proceeding, to be inaccurate or inappropriate, that finding shall be documented in the official personnel file of the faculty member and the inaccurate or inappropriate material shall be placed in the personnel file in a sealed envelope. The sealed material shall not be subject to examination or review except by written agreement between the faculty member and the Board, as part of a related formal grievance procedure, or by court order.
11. All discipline, as defined in Section 17.03.A, is subject to challenge by the grievance procedure in Article 10 of this Agreement. The faculty member may elect to proceed with a hearing before the Board or challenge the discipline through the grievance procedure as set forth above, but not both.

C. Notice of Meetings

If a faculty member is required to attend a meeting at which possible disciplinary action against the faculty member will be discussed, the faculty member will be given not less than twenty-four (24) hours advance notice of the meeting, of the topic to be discussed, and of the individuals who will attend the meeting on behalf of the College. The faculty member shall be entitled to have a representative attend and participate in such meeting.

17.04 Personnel Files

There shall be one official personnel file for each faculty member and it shall be located in the Office of Human Resources. Each official personnel file shall contain two parts: a privacy folder (a separate file) into which health and disability information, evaluative materials, including any disciplinary actions, sealed materials (see Section 17.03B.6.), and performance-related evaluations concerning the faculty member are placed, and a public record file into which initial credentialing records, salary and benefits records, and other non-evaluative materials are placed. Hereafter, a copy of each item placed in the privacy folder will be furnished to the faculty member without having to request it. Each faculty member shall have the right to examine and photocopy the contents of his or her own official personnel file at his or her own expense and during Human Resources Department office hours. The faculty member may be accompanied by an Association representative.

No anonymous material shall be placed in any faculty member's personnel file. Neither the Board nor its administrative representatives shall establish any separate personnel file which is not available for the faculty member's inspection; however, nothing in this section shall preclude the Board or its administrative representatives from establishing private administrative working files.

Each faculty member shall have the right to place written comments in his or her personnel file in response to any material. Such comment shall be attached to the material to which response is being made.

Anyone who reviews a faculty member's privacy folder shall first record in the file his or her name and title, the date, and the purpose of the review and will sign the entry.

17.05 Worker's Compensation

In cases of injury arising out of and in the course of the faculty member's employment at Pensacola State College worker's compensation laws shall be applied.

17.06 Initial Credentialing

The initial Faculty Development plan (FDP) is intended to provide fundamental training for newly hired faculty members in a timely manner, to provide other structured training during a faculty member's initial years at the College, to provide acculturation to the institution, and to foster professionalism. The initial FDP shall be a plan for the first three to five years of employment. Each FDP must be approved by the administration. A full-time faculty member who has not met all requirements in the initial FDP shall not be eligible for continuing contract status or promotion in rank. Lecturers are not required to complete initial credentialing.

- A. As part of the initial FDP, each newly hired faculty member must attend the new faculty orientation.
- B. In addition to the new faculty orientation, all newly hired faculty members must demonstrate competence in the following areas:
 - a. Curriculum and Instruction;
 - b. Psychology of Learning;
 - c. Tests and Measurements;
 - d. The Community College;
 - e. Classroom Management;
 - f. Learning Technologies; and
 - g. Legal Issues and Other Issues Affecting Higher Education.

Competence may be established through workshops, coursework, or other experience as determined by the immediate supervisor. However, individual departments may require additional training for initial credentialing. Additional training will be specified by the immediate supervisor during the faculty member's first five full years of employment at the College.

Training may be acquired by means of in-service workshops offered by the College or through off-campus structured activities. A minimum of six (6) hours of College sponsored workshops in an area can be used to establish competence in that area. All off-campus training must be verified and approved by the faculty member's immediate supervisor.

- C. New faculty will attend scheduled workshops, training, and other events as determined by the College. This program aims to enhance the faculty member's knowledge of the College and his or her own philosophy of teaching in order to improve overall opportunities for student success, professional success of the faculty member, and faculty retention.
- D. Upon completion of the initial FDP, the faculty member will submit a completion report to his or her immediate supervisor. The completion report will be routed through the appropriate chain of command to the Vice President of Academic Affairs. The completion report should be submitted to the immediate supervisor no later than the end of the drop/add period of the Fall semester following the fifth full academic year of employment. In order to submit an application for promotion, a completion report must be on file by the deadline for the promotion application. The approved completion report shall be kept in the employee file in the Human Resources Department.

17.07 Professional Development

The parties are committed to the concept that professional development activities benefit the entire College community by promoting scholarship and assisting faculty members in refreshing their skills and spirits. The parties believe that one cannot adequately teach or inspire others to excellence unless one maintains and increases his or her own body of knowledge and aspires to excellence for oneself. The parties further agree that the desired goal of professional development is for each faculty member to take the initiative in planning for and engaging in ongoing professional development activities.

A. Faculty Development Plan

The Faculty Development Plan (FDP) is intended to engage each faculty member in structured training and other learning experiences following the awarding of continuing contract status, to foster professionalism, and to encourage continued professional growth through a variety of learning experiences, projects, and service.

The FDP will include activities that contribute to substantive growth of the faculty member. FDP activities must fall under one or more of the following headings: Teaching/Job Effectiveness, Professional Development/Scholarly Activity, or Service (to the department, College, discipline, or community).

1. Each faculty member, excluding lecturers, shall plan, complete, and report professional development activities on a recurring three-year cycle, starting immediately after the completion of the initial faculty development plan. Each faculty member shall file a new FDP within the first sixty calendar days of his or her cycle and shall complete the activities specified in that plan during the three-year period.
2. Each lecturer shall complete a yearly FDP with approval required by the immediate supervisor. The FDP for a lecturer will specify the activities to assist the faculty member in the effective performance of his or her duties. No lecturer shall have to work more than the weekly scheduled thirty-five hour week without additional compensation at the overload rate to meet the FDP requirements.
3. The direction and composition of the FDP are primarily the responsibility of the faculty member but require administrative approval. The College may, however, require workshops, classes, or training in specific areas for a faculty member if it is deemed necessary by the College. Each FDP shall be consistent with the mission and goals of the department and the College and shall consist of activities related to the faculty member's duties at the College. The faculty member initiates each new FDP which is subject to administrative approval.
4. Whenever the College determines that a faculty member does not meet the current guidelines of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for adequate "professional and scholarly preparation" in his or her primary teaching field, the Vice President of Academic Affairs shall direct the faculty member's supervisor to schedule a meeting with the faculty member within ten (10) duty days. The purpose of that meeting shall be to notify the faculty member of the SACSCOC deficiencies and to direct the faculty member to submit an amended FDP that includes a schedule to correct identified deficiencies. Within thirty (30) calendar days of the initial meeting the faculty member shall schedule an appointment with his or her immediate supervisor to deliver and review the amended FDP. The amended FDP shall document the faculty member's plan for meeting SACSCOC guidelines as soon as practicable, not to exceed a three year period. In the event that the faculty member and the immediate supervisor cannot agree on the amended FDP, the

immediate supervisor shall submit the faculty member's amended plan along with his or her recommendations to the Vice President of Academic Affairs. The Vice President of Academic Affairs shall make the final decision concerning the faculty member's amended FDP to meet SACSCOC guidelines and communicate that decision to both the immediate supervisor and the faculty member. The immediate supervisor and the faculty member shall sign the amended FDP. Failure on the part of the faculty member to adhere to the schedule to remediate identified SACSCOC deficiencies may result in disciplinary action, as defined in section 17.03.

5. Each faculty member's FDP and progress toward completing the plan shall be reviewed annually by the faculty member with his or her immediate supervisor during the faculty evaluation process. The FDP may be amended, if appropriate, but only with the approval of the immediate supervisor. Because availability of professional growth activities is not always predictable, the FDP also may be amended at other times as needed with the approval of the immediate supervisor. The process to amend the FDP will require the faculty member to complete and submit a new Appendix O for immediate supervisor approval. If the immediate supervisor does not approve the new FDP, the current FDP will remain in effect.
6. If an FDP is not initiated within the allotted time frame, or if an FDP is not completed on schedule, the faculty member may be subject to disciplinary action, as defined in section 17.03, unless an extension is granted in writing prior to the deadline by the Vice President of Academic Affairs.

B. Completion of the Faculty Development Plan

1. It is the responsibility of the faculty member to prepare and submit an acceptable completion report to his or her immediate supervisor for approval within sixty days of the end of the cycle. The faculty member is responsible for providing evidence of completion of activities contained in the FDP.
2. The completion report, and therefore the current FDP, is not complete until it has written administrative approval. An FDP for the next cycle shall not be approved until administrative approval has been given to the completion report. If an FDP completion report is not submitted on schedule, the faculty member may be subject to disciplinary action, as defined in section 17.03, unless an extension is granted in writing prior to the deadline by the Vice President of Academic Affairs.

17.08 Promotions

The tenure-track instructional faculty, library faculty, and counseling faculty shall hold professorial ranks of Instructor, Assistant Professor, Associate Professor, and Professor. Lecturers shall not be eligible for promotion.

A. General Considerations

1. Instructors, Assistant Professors, and Associate Professors shall be granted promotion to the next higher rank upon recommendation to and approval by the President through the promotion process.
2. The principal criterion for promotion shall be teaching or job effectiveness.

3. Promotion to a higher professorial rank shall be granted in order to recognize a faculty member's teaching or job effectiveness, professional development, and effective service as an educator.
4. A newly hired faculty member without an earned doctorate degree shall be employed at the rank of Instructor. If a faculty position remains unfilled after an attempt by a Search Committee to fill it, the faculty in the affected department and the Vice President of Academic Affairs shall meet to determine whether or not the rank of Assistant Professor will be offered to subsequent applicants for that position. A newly hired faculty member with an earned doctorate from a regionally accredited institution in the field in which he or she has been hired to teach shall be employed at the rank of Assistant Professor.
5. No faculty member shall be eligible for consideration for promotion until at least the fourth year in rank, and a promotion shall take effect the following contract year. A year in rank will run from August to August. However, a faculty member who begins his or her employment during Fall semester of an academic year shall be credited with having served a full year in rank for purposes of the promotion process.

No faculty member shall be granted promotion without having a current FDP on file at the time application for promotion is submitted.

6. A faculty member will not be eligible for consideration for continuing contract or promotion until all requirements defined in 17.06.A, 17.06.B, and 17.06.C have been completed. A faculty member will not be eligible for consideration for continuing contract until he or she has completed at least five full years of satisfactory service at the College.
7. The awarding of continuing contract is at the sole discretion of the College and the District Board of Trustees.
8. Promotion in rank shall not be awarded prior to the awarding of continuing contract. Promotion and continuing contract can, however, become effective the same contract year.
9. Administrative processing of a promotion application does not impact the College's right of awarding continuing contract.
10. Only faculty in tenure-track positions are eligible for promotion in rank.

B. Requirements for Rank Advancements

1. Assistant Professor

During the first several years, a newly hired faculty member focuses professional growth on activities directly associated with acculturation to the College and teaching and learning. Continuing contract status, completion of the initial Faculty Development Plan (FDP), evidence of noteworthy service at the department level, and demonstrated consistently successful teaching or job effectiveness are required to be considered for promotion to Assistant Professor. Application for promotion may be made in the fifth year in rank as Instructor to be effective the following contract year. Administrative processing of the application does not impact the College's right of awarding continuing contract.

2. Associate Professor

Upon promotion to Assistant Professor, a faculty member is expected to continue to model successful teaching and to add more service to the College, department, community and/or discipline if he or she wishes to advance in rank.

Advancement to Associate Professor carries with it the obligations to present evidence of significant service at both the department and the broader College level as well as service in the discipline or in the community. To be considered for the rank of Associate Professor, a faculty member must hold continuing contract status, must be in at least the fourth year in rank as Assistant Professor, must submit an acceptable application for promotion, and must demonstrate consistently successful teaching or job effectiveness. Promotion, if granted, will be effective the following contract year.

A faculty member awarded initial placement as Assistant Professor also must successfully complete an initial Faculty Development Plan (FDP) in addition to the above stated service and successful teaching or job effectiveness requirements and be awarded continuing contract status for promotion to the rank of Associate Professor, effective the following contract year.

3. Professor

In addition to the requirements for promotion to Associate Professor, advancement to Professor carries with it additional obligations to present evidence of leadership at both the department level and the broader College level as well as leadership in the discipline or community. To be considered for the rank of Professor, a faculty member must hold continuing contract status, must be in at least the fourth year as Associate Professor, submit an acceptable application and demonstrate consistently successful teaching or job effectiveness. Promotion, if granted, will be effective the following contract year.

C. Process of Promotion

1. On or before November 15 of each year, the Vice President of Academic Affairs shall send written notification to faculty members who are eligible for promotion. Faculty members shall be selected for promotion from among those faculty members who are eligible and apply.
2. On or before January 15 of each year, each faculty member who is eligible for and desires promotion will submit a written application for promotion together with appropriate documentation to his or her immediate supervisor. The College's official promotion application form (Appendix R) must be used. All of the materials submitted shall remain the property of the College.
 - a. The promotion application shall be in the form of a packet comprised of a cover page (Appendix R), table of contents, and no more than fifteen (15) letter-sized, single-sided pages. These fifteen pages shall be divided into three sections: Teaching/Job Effectiveness, Professional Development/Scholarly Activity, and Service to the department, College, community, or discipline. In addition to the fifteen letter-sized pages, the applicant may attach appendices of no more than ten (10) letter-sized single-sided pages to support claims made in the promotion application.

- b. The body of the promotion application shall be organized according to the format shown in the Faculty Promotion Criteria (Appendix Q). Faculty shall address all of the items within Appendix Q concerning Teaching/Job Effectiveness. In addition, each candidate for promotion shall address as many of the items for Professional Development/Scholarly Activity and Service to the Department, College, Community, and/or Discipline for which he or she has evidence of achievement; however it is not required that a faculty member must address all items listed in either of those sections.
 - c. In addition to the cover page, table of contents, and the fifteen page application, the faculty member may attach up to ten (10) pages of appendices. All documentation included in the appendix must be referenced in the application by page number and arranged in the same order in the appendix.
 3. Following the deadline date for submission of faculty promotion application forms and materials, the promotion process shall proceed according to the order and dates contained in the Promotion Process Chart (see Section 17.08 C.11).
 4. At Level I of the promotion process:
 - a. Each immediate supervisor shall review all promotion applications and materials submitted to his or her office and assign points for each applicant following the Faculty Promotion Criteria (F.P.C.) in Appendix Q.
 - b. Each immediate supervisor of a faculty member applying for promotion shall consult with his or her immediate supervisor, discussing the applicants' packets and the points assigned.
 - c. Each immediate supervisor shall use Appendix S to provide a written explanation of points assigned, as well as a written recommendation for each applicant he or she recommends for promotion or an explanation of the reason(s) for not recommending promotion.
 - d. A copy of Appendix S shall be attached to the applicant's application packet for forwarding to the next level.
 5. Prior to forwarding the promotion materials to the next level, the immediate supervisor shall invite each applicant within the department to discuss privately the content and assessment of his or her promotion materials, including the applicant's strengths and areas in which improvement is needed, a thorough explanation of the points assigned according to the F.P.C. and delineated on the completed Appendix S. If the faculty member chooses not to meet with the immediate supervisor, he or she shall provide a written statement to that effect to be included in the packet. If the faculty member declines the conference and fails to provide such written notice, the immediate supervisor shall still be considered to have met his or her obligation regarding the promotion conference.

At or before this conference the faculty member shall be given a copy of the completed Appendix S and any other material added to the packet since it was submitted by the faculty member.

At the conclusion of the conference, the immediate supervisor and faculty member will complete Appendix T. The signed copy of Appendix T shall then be forwarded to the next level along with the faculty member's application package.

6. At Level II the appropriate administrator shall review the promotion materials for his or her area of responsibility and shall determine that each faculty member has discussed his or her application packet with the appropriate immediate supervisor or declined to do so as specified in Section 17.08 C.6.

After reviewing all materials submitted, the administrator will make his or her recommendations as specified in Appendix S (Page S-2) and will forward all application packets to the next level by the date specified in the Promotion Process Chart (see Section 17.08 C.11).

7. At Level III each Joint Promotion Committee (See Section 17.08 D. below) member shall review all materials submitted and shall individually score and rank each applicant based on the material presented in the application materials. The individual Committee members' rankings shall be averaged, and using this average the Committee shall develop a prioritized list of applicants. The Committee shall list the names of the faculty members it recommends for promotion.

The Committee shall forward the list of faculty members it recommends for promotion and all promotion materials to the next level by the date specified in the Promotion Process Chart (see Section 17.08 C.11).

8. At Level IV the Vice President of Academic Affairs shall review all materials submitted, determine that the specified process of promotion has been followed, and forward the prioritized list to Level V for consideration by the President.

9. Upon approval of promotions by the President of the College, and following approval of the promotions by the May Board of Trustees meeting, the Vice President of Academic Affairs shall send to all appropriate supervisors and the President of the Faculty Association a listing of the candidates for promotion, indicating those who were awarded promotions. Concurrently, each applicant shall be sent a letter from the Vice President of Academic Affairs, on the same day by the same means of delivery, indicating the outcome of his or her promotion application. The letter sent to a faculty member denied promotion shall summarize the weak areas in the promotion packet. The faculty member may meet with his or her immediate supervisor to discuss amending the Faculty Development Plan or other appropriate actions to address areas of weakness. One week following the mailing of the letters to the promotion applicants, a listing of those receiving promotions shall be sent to CollegeAll by the Vice President of Academic Affairs.

11. Promotion Process Chart

Level	Office/Committee	Forwarding/ Completion Date
Level I	Immediate Supervisors Student Services Directors	March 1
Level II	Dean	March 8
Level III	Joint Promotion Committee	April 20
Level IV	Vice President of Academic Affairs	April 30

Level V	President of the College	May 7
Level VI	Board of Trustees	May Meeting

D. Joint Promotion Committee

1. The Joint Promotion Committee shall consist of seven (7) members, three (3) members from the full-time faculty, and four (4) members from the academic administrative staff, one of whom shall be designated as the Chair. Committee members from the faculty shall hold the rank of Professor.
2. The President of the Faculty Association and the Vice President of Academic Affairs shall consult to select the seven (7) committee members on or before March 1. These members shall be appointed by the Vice President of Academic Affairs and shall be representative of the district.
3. Committee members shall serve from March 1 to May 7.
4. The Chair of the Committee shall vote only to break a tie.

E. Number of Promotions

The Board shall annually award a reasonable number of faculty promotions as recommended by the Joint Promotion Committee.

17.09 Travel Expenses

Full-time faculty members shall be reimbursed for in-district and out-of-district travel in accordance with policies and procedures in effect at the time, when required, authorized, and approved.

The policies and procedures referred to above are as stated in the Faculty and Staff (Employee) Handbook and they will not be changed during the term of this Agreement unless mandated by the Florida Statutes or Florida State Board of Education Administrative Rules.

Any improvement in travel reimbursement accorded to non-faculty employees shall be offered, by letter of agreement, to faculty members on the same terms.