

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 Search Committees. 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. In the case of emergency circumstances the College will appoint faculty to full-time temporary positions of a duration of up to one academic year until the position can be advertised and filled through the standard process. Exceptions to the length of appointment will be made by the College in consultation with the PSCFA president.
3. When consideration is being given to hiring new full-time lecturers, at least one faculty member shall be invited to serve on the 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.
4. Faculty members shall, with their consent, serve on departmental 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.

F. Lecturers who wish to apply for a tenure-track position may submit a request to Human Resources to have prior application materials provided to the Search Committee and, if qualified, will be interviewed by the Search Committee during the interview process.

G. Rehires

Any tenure-track faculty member who resigns his or her faculty position and is rehired within five (5) academic years shall be rehired at his or her former rank and salary. However, it is understood that any faculty member with continuing contract status who resigns is resigning from that continuing contract status.

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 and Student 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. Pre-Disciplinary Action

The College may counsel a faculty member to correct behavior and/or warn that disciplinary action may follow if improvement is not noted.

B. Disciplinary Action

1. 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 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; or b) when the faculty member is on College premises.
2. All formal discipline shall be timely, fair, and only for just cause, and shall include the following steps: written warning, written reprimand, suspension with or without pay, return to annual contract, and dismissal. If the circumstances warrant, discipline may begin at a higher level than the first step or progress to a higher level than the next sequential step.
3. Faculty members shall be notified in writing of the subject matter at least 24 hours in advance of any meeting at which disciplinary action may be discussed or which may result in disciplinary action. Such notice shall be provided at the time the meeting is requested. Faculty members shall have the right to have Association representation present at such meeting, if the faculty member so desires.
4. Anonymous complaints shall not be used as evidence in support of disciplinary action(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.
5. All disciplinary action shall be subject to Article 10 of this Agreement.

C. Disciplinary Procedure

Discipline shall begin at and proceed to the level of discipline appropriate to the action(s) under consideration. Warnings and reprimands shall be discussed with the faculty member in person.

1. Written Warning

A written warning notifies the faculty member that inappropriate behavior, or violation of a rule, policy, or procedure has occurred and outlines the steps that must be taken to correct the problem. It should include notice that more serious disciplinary action will take place if corrective action is not taken or repeat violations occur. Documentation for a Written Warning shall be made by the administrator in accordance with Appendix N which shall be placed in the faculty member's privacy folder of the personnel file.

2. Written Reprimand

A written reprimand is a formal notice that inappropriate behavior, or a violation of a rule, policy, or procedure has occurred and outlines the steps which must be taken to correct the problem. It should include notice that more serious disciplinary action will take place if correct action is not taken or repeat violations occur. Documentation for a Written Reprimand shall be made by the administrator in accordance with Appendix N which shall be placed in the faculty member's privacy folder of the personnel file.

3. Suspension

A faculty member may be suspended with pay pending the investigation of a possible infraction. If, after investigation, just cause for disciplinary action is determined, the President may suspend the faculty member without pay provided that notice of intent is provided pursuant to 17.03.D. below. A record of the suspension will be placed in the privacy folder in the employee's personnel file.

4. Return to Annual Contract or Dismissal

A faculty member who is under continuing contract may be returned to annual contract status or may be dismissed only with just cause and upon written recommendation by the President to the Board to that effect, provided the recommendation is approved by the Board.

D. Notice of Intent

When the President or his or her designee has reason to believe that a suspension without pay, return to annual contract, or termination should be imposed, the President or his or her designee shall provide the faculty member with a written notice of the proposed action and the reasons therefore.

1. Such notice shall be sent certified mail, return receipt requested, or delivered in person with written documentation of receipt obtained.
2. The faculty member shall be given ten (10) College business days in which to respond in writing to the President or his or her designee before the proposed action is taken. The President or his or her designee then may issue a Notice of Disciplinary Action under 17.03.F. below.

3. The faculty member has the right to Association representation during investigatory questioning that may reasonably be expected to result in disciplinary action.
 4. If the President or his or her designee does not issue a Notice of Disciplinary Action, the Notice of Intent shall be retained only in the faculty member's privacy folder in the personnel file.
- E. In the event that return to annual contract or dismissal is recommended, the faculty member shall have the right to an informal hearing before the Board, or its designee(s), prior to the action. A faculty member may elect to proceed with a hearing before the Board or challenge the disciplinary action through the grievance process but not both.
- F. Notice of Disciplinary Action
- All Notices of Disciplinary Action as referenced in 17.03.D.2 shall include a statement of the reasons therefore and a statement advising the faculty member that the action is subject to Article 10 of this agreement. All such notices shall be sent certified mail, return receipt requested, or delivered in person with written documentation of receipt obtained.
- G. 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.
- H. 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.
- I. The faculty member shall have the right to respond to disciplinary action in writing and have that response attached to the report of the 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.

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, 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 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 three 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 participate in the New Faculty Cohort meetings, 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 and Student Affairs. The completion report should be submitted to the immediate supervisor no later than September 15 following

the third 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 and shall complete the activities specified in that plan during the three-year period. The three-year cycle shall begin each September 1. All FDP plans expire on August 31 following the third full year. Each faculty member shall submit a new FDP no later than September 15 following the expiration of the FDP. A completion report for the expired FDP shall be submitted with the new FDP. The immediate supervisor shall provide feedback on the new FDP within thirty (30) days of receipt of the plan.
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 and Student 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 and Student Affairs. The Vice President of Academic and Student 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 and Student 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 no later than September 15 following the expiration of the FDP. 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 and Student 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.

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 and Student 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.

3. Upon completion of an approved doctorate and approval by the Vice President, Academic and Student Affairs, a faculty member at the rank of instructor shall be recommended to the President and the Board for promotion to the rank of assistant professor. Once approved, the faculty member shall receive the salary adjustment associated with the education achievement incentive and not the salary adjustment associated with promotion.
5. No faculty member shall be eligible for application 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 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.
11. A faculty member who is in DROP is not eligible for promotion.

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 and Student 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 and Student Affairs shall review all materials submitted, determine that the specified process of promotion has been followed, and forward the prioritized list with his or her recommendations 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 April Board of Trustees meeting, the Vice President of Academic and Student 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 and Student 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 and Student Affairs.

11. Promotion Process Chart

Level	Office/Committee	Forwarding/ Completion Date
Level I	Immediate Supervisors Student Services Directors	February 15
Level II	Dean	February 20
Level III	Joint Promotion Committee	March 30
Level IV	Vice President of Academic and Student Affairs	April 3
Level V	President of the College	April 7
Level VI	Board of Trustees	April 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 and Student 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 and Student Affairs and shall be representative of the district.
3. Committee members shall serve from February 15 to April 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 President of the College.

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 Pensacola State College Policy 6Hx20.5008 and section 5 of the Pensacola State College Procedures 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.