

Criteria of assessment in the third-year review are the same as those for the tenure review and follow the basic processes described in section VII.B, though third-year reviews follow a different timeline than tenure reviews. The composition of the third-year review file is basically the same as the tenure file, but includes two external evaluators' reviews of scholarship instead of four. (See VII.C. of this Handbook.)

If the chair of the review candidate's department (or program) is untenured or Adjunct, the Dean of Faculty will designate a tenured faculty member to conduct the third-year review on the chair's behalf.

A negative third-year review may result in a terminal contract for the fourth year. On the other hand, a positive third-year review does not guarantee a positive tenure decision.

VII. THE TENURE DECISION

The award of tenure attests to the College's judgment that a faculty member has demonstrated a level of ability and achievement as both teacher and scholar that is consistent with the professional standards of the nation's premier liberal arts colleges. The award of tenure expresses as well the College's confidence that the faculty member will contribute significantly to the intellectual and collegial life of the College over an extended professional career.

A. Criteria for Tenure

Institutional considerations such as budgetary constraints, changes in programs and course offerings, and appropriate balance among academic departments may play a role in tenure decisions, but the principal criteria are the quality of a faculty member's teaching, scholarship, and service to the Colorado College community. The evaluation will include all work completed or in progress since the time of appointment. The candidate for tenure must give evidence of continuing achievement in these areas.

1. Teaching

Students' learning and the development of students' intellectual and creative potential are the chief goals of a Colorado College education. Accordingly, the College gives highest priority to excellence in teaching as a requirement for tenure. Although the balance among teaching, scholarship, and service to one's department and the College may vary at different stages of a faculty member's career, teaching is always paramount. Colleagues involved in the tenure review process will therefore look for compelling evidence that a candidate for tenure has demonstrated the ability to engage students in active learning and convey ideas and information effectively. Students and alumni will be asked to evaluate the candidate by responding to questions such as these: Did the professor use class time effectively? Were the purposes and structure of the course clear, and did course assignments contribute in obvious ways to the aims of the course? Was the professor able to provoke inquiry and stimulate creative thinking? Did the professor provide helpful evaluation of your work? Because Colorado College wishes to reward faculty members who set high academic standards for their students, persons involved in the tenure process will be careful not to confuse teaching excellence with popularity.

2. Scholarship

Because the vitality and competence of College teachers depend upon their participation in the life of scholarship, candidates for tenure will be expected to demonstrate their engagement in their particular area of expertise through a body of scholarly work, which includes both scholarly activity and scholarly achievement.

Scholarly activity may include: research and experimentation; writing, analyzing, creating; conference

papers or presentations; presentations to the public; work in progress; responsible roles in professional organizations; applying for and receiving outside grants and fellowships; developing new fields of expertise, and collaborating with students in any of the aforementioned activities.

Scholarly achievement is work that has been (a) performed, executed, and/or published, and (b) recognized as being of significantly high quality by scholars and artists within the broader academic community beyond Colorado College. Completed works accepted for publication or performance count toward scholarly achievement.

A faculty member must provide evidence of scholarly achievement in the form of peer-reviewed publication (or the equivalent in the visual and performance arts) that demonstrates the quality of a faculty member's own contributions to their field. This scholarly achievement can reflect the development of the faculty member's research in new directions, or it can extend previous work. In both cases, evidence of significant work since the candidate's arrival at Colorado College must be demonstrated. Works accepted for publication or performance count toward scholarly achievement.

Although evidence of scholarly activity will be considered as a positive contribution to a tenure file, it will not compensate for a lack of scholarly achievement, nor will teaching or service to the community compensate for a dearth of scholarly achievement.

The body of scholarly work will be judged by qualified Colorado College colleagues and by professional peers outside the college. Because scholarship varies in different disciplines, departments/programs provide a statement of expectations of scholarly activity and achievement that are appropriate for the discipline. Reviewers consult these statements in preparing their assessments.

While work in progress, professional activities, supervision of student research, and peer-reviewed conference papers or presentations will be considered components of a body of scholarly work and positive contributions to a tenure file, they will not compensate for a lack of peer-reviewed publication (or the equivalent in the visual and performance arts); nor will teaching or service to the community compensate for a dearth of scholarly productivity.

3. Service to the College community

Members of the Colorado College faculty are dedicated scholar-teachers, committed to their own scholarly work and to the learning experience of students in their courses; but they are also expected to be engaged in the broader life of the College. Without such engagement, Colorado College would be merely a collection of individuals rather than a community of learning. Evidence of a tenure candidate's contribution to the life of the College community may include advising students, assuming departmental responsibilities, serving on College committees, taking leadership roles in interdisciplinary programs, participating in alumni and admissions activities, and assisting in special projects. More important than the number of such activities is the impact that a faculty member has on the intellectual, artistic, and collegial life of the College by virtue of their character and presence. Although a faculty member's contributions to professional organizations and to the wider community are valued, they cannot substitute for service to Colorado College.

B. Tenure Procedures

In a faculty member's sixth year at Colorado College in one of the professorial grades, or at some other time specified in the initial letter of appointment, the College decides whether to award tenure or issue a terminal contract for the following academic year. In unusual circumstances, and upon the faculty

member's written request, the Provost may extend the probationary period beyond the sixth year.

For the purpose of discussing the review process, the Dean meets with candidates and their department chairs in the spring of the academic year preceding the review. Items for discussion at these meetings will include the criteria for tenure; review procedures and timetables; any aspects of the process peculiar to the particular department or program; and any unusual feature of the candidate's original appointment letter. Candidates unable to attend a general information meeting may request to meet with the Dean and their department chair to discuss the information. The Dean's summaries of these meetings become a part of the tenure candidate's file.

The chair, in consultation with the candidate, appoints three tenured colleagues, including at least one from outside the department, to visit the candidate's classes during the candidate's eight teaching Blocks prior to the submission of the file and in coordination with the candidate's teaching schedule and course plans. Visitors discuss their observations with candidates. The chair includes visitors' reports in the file; these reports constitute the three official class visits required for reviews.

In May of the academic year preceding the tenure review, the department chair requests assessments of the candidate's scholarly or creative work from four scholars at other liberal arts colleges, research universities or institutions or from other professionals who are qualified to judge the candidate's scholarly work, three of whom hold a higher faculty rank than that of the candidate. Letters requesting their assistance will explain the College's expectations for teaching, work with students, and service and will ask them to evaluate the quality of the candidate's scholarship. The chair, in consultation with the Dean, selects two of these external evaluators. The candidate selects the other two and provides the chair a brief written explanation of their qualifications to serve as evaluators. If the Dean or the chair has reservations about these choices or suspects that recommendations from these persons could weaken the tenure file, they inform the candidate in writing, but neither the chair nor the Dean may reject an evaluator whom the candidate chooses to retain.

By early September the department or program chair (or an assigned surrogate) begins to assemble a review file that includes all work completed or in progress since the time of appointment. The chair requests from the candidate a *curriculum vitae*, evidence of continuing scholarly achievement, evidence of teaching excellence since the third-year review, statements of teaching philosophy and research goals, and a description of contributions to the life of the College and to the candidate's professional discipline. The chair sends a letter requesting evaluation of the candidate to all students and alumni taught by the candidate since the third-year review and to the candidate's academic advisees. The candidate may also suggest names of students who are acquainted with the candidate because of a mentoring relationship, a shared research project, or joint service on a College committee. Alternatively, the chair may request that the Dean's Office contact students and alumni. In either case, the Dean's Office prepares the letter that is sent. It is the responsibility of the chair to ensure that the tenure file contains at least twenty student and alumni evaluations, even if they must interview students in order to attain this level of response. The chair includes in the tenure file a summary of information about the candidate's teaching that is available in course evaluations since the third-year review.

In early fall the chair solicits written assessments of the candidate from Colorado College colleagues outside the candidate's department or program. These persons may be faculty or other members of the College community who are familiar with the candidate's teaching, scholarship, committee service, or other contributions to the College. The evaluations of persons who have co-taught with the candidate or who have chaired a committee on which the candidate served are particularly helpful. In early fall the

relevant Divisional Executive Committee also requests members of the faculty who are familiar with the candidate's scholarship or contributions to the College to send letters of evaluation to the department chair.

During the fall semester the chair invites tenured members of the candidate's department or program to read the tenure file and write letters detailing their evaluation of the candidate. For candidates whose letter of appointment specifies responsibility for teaching in an inter-disciplinary program or who devote substantial time and energy to an ID program, the program's director or steering committee chair may develop a supplementary file containing letters of colleagues from the ID program, letters from external reviewers of the candidate's scholarship in the ID field, and any other material necessary for a thorough review. In some cases it may be sufficient for the director of the ID program to submit a letter regarding the candidate's contributions to the program for the tenure file. The appropriate course of action will be agreed upon by the Dean, the candidate, the department chair, and the program director or steering committee chair.

On the basis of a careful review of the complete tenure file and consultation with members of the candidate's department or program, the chair composes a letter that summarizes the file, conveys the department's assessment of the candidate, and makes their own recommendation for or against tenure. Having added their letter to the tenure file, the chair informs the Dean, who then informs the Personnel Council that the file is now ready for committee review. The tenure file is kept in the Dean's Office, and after the chair's letter has been included, neither the chair nor the candidate may add any new material to the file at subsequent stages of the review. No member of the candidate's department may be involved in the tenure process beyond the departmental level, and no one may participate at any level if their participation is compromised by conflict of interest.

Personnel Councils normally consist of three members of the appropriate Divisional Executive Committee and four members of the Personnel Review Subcommittee of the Faculty Executive Committee. When one or more council members must recuse from reviewing a file, they are replaced as needed to ensure that a file is reviewed by no fewer than six members. Requisite replacements are appointed by FEC from the Personnel Policies, Governance, or Budget Subcommittees, prioritizing intra-divisional representatives or interdisciplinary analogues. In years which the total number of personnel reviews (third-year, tenure, and full professor) exceed 20 files, the Personnel Review Subcommittee may ask the three tenured members of the Personnel Policies Subcommittee to assist with reviews. In such instances, each Personnel Council includes at least one member of the Personnel Review Subcommittee and is comprised of no fewer than six members in total.

The Personnel Council reviews the tenure file, including the department chair's letter. The Council carefully evaluates the entire file and discusses the case for or against tenure at a meeting. The Dean and Provost of the college generally attend this meeting as ex officio, non-voting members of the Personnel Council. After discussing the candidate's file, the Personnel Council votes to award or deny tenure, and the outcome of the vote is recorded in the minutes of the meeting. The chair of the Personnel Council adds to the tenure file the Council's recommendation, and the outcome of the tenure vote. If they require further information, the Dean and the Provost, as well as the Personnel Council, may choose to speak with the candidate. The candidate may also request such a conference.

Taking into account their own reading of the tenure file, the discussion and vote of the Personnel Council, and its final statement of recommendation, the Dean forwards their written recommendation to the Provost and orally informs the candidate as well. The Dean adds their recommendation to the tenure file.

In the case of a Dean's positive recommendation, the Provost and President make their recommendation to the Board of Trustees for action at its next regularly scheduled meeting.

If the Dean's tenure recommendation is negative, they inform the department chair and the Personnel Council as well as the candidate. If a candidate chooses to appeal a Dean's negative recommendation, the President delays their recommendation to the Board of Trustees until the appeal process (described in XIII.D. in this Handbook) is complete.

When the candidate for tenure is a department chair, the Dean designates another member of the faculty to conduct the tenure review on the department's behalf, but the tenure review otherwise proceeds as outlined above.

C. The Tenure and Third-Year Files

The file that serves as the evidentiary basis for the award or denial of tenure will contain a variety of items provided by the candidate and by other participants in the tenure process. The department, program or review committee chair is responsible for ensuring the confidentiality of the file and each of its components, and for submitting the file to the Dean. All persons involved in reviewing a file are also responsible for ensuring its confidentiality before, during, and after the review process.

1. The candidate for tenure submits to the chair of the department or program the following items: a current curriculum vitae; evidence of teaching excellence and scholarly achievement appropriate to the candidate's field of academic expertise; statements of teaching philosophy and research goals; and a description of contributions to the life of the College. They may also include representative examples of course syllabi, assignments, and exams.

2. The chair is responsible for ensuring that these items are included in the tenure file:

- i. the Dean's record of meeting with the candidate for the purpose of discussing the third-year or tenure process and criteria.
- ii. the Dean's summary of the results of the candidate's third-year review (for tenure files).
- iii. the total number of courses and students taught by the candidate during the period of review, accompanied by the minimum of twenty letters of evaluation from current or former students (these letters to include names of courses and approximate dates of interaction with the candidate) and a minimum of five letters from advisees; student and advisee letters from the same hands are permissible, and letters from mentees may be included.
- iv. letters from all tenured members of the candidate's department or (in the case of interdisciplinary appointments) personnel committee, and letters from untenured department members or program members who do not see the file, but may choose to write.
- v. letters from other members of the Colorado College community (required), and from one's professional community (if available).
- vi. letters from four scholars (two scholars in the case of third-year review) from other liberal arts colleges, research universities or institutions or from other professionals who are qualified to judge the candidate's scholarly work.
- vii. reports of 3 class visits from Colorado College colleagues (with indication of when a class visit

was made) that are available to the departmental review committee; visits must occur within the eight teaching blocks prior to the submission of the file; colleagues are chosen by a review committee chair in consultation with candidate; at least one colleague must be outside of the candidate's department or program.

- viii. a letter in which the chair presents the department's assessment of the candidate and gives their own recommendation for or against the award of tenure.
- ix. a statement from the chair that explains how they compiled the candidate's file, with copies of letters sent to former and current students, faculty, and external reviewers.
- x. a statement from the chair (not available to the departmental review committee) summarizing and contextualizing qualitative course evaluations.

3. The recommendation of the Personnel Council is added to the tenure file.

The recommendation of the Personnel Council (including the outcome of its vote) is the final item added to the tenure file before its review by the Dean and the Provost.

(Items referred to in Section C. are further described in the previous Section.)

D. The Right of Appeal

Any faculty member has the right to appeal a negative tenure decision according to the procedure described below in section XIII.D.

VIII. PROMOTION REVIEWS FOR TENURE-TRACK FACULTY

A. Promotion to Associate Professor

Under normal circumstances, Colorado College evaluates faculty members for tenure and for promotion from Assistant Professor to Associate Professor at the same time and by means of the same review process, a candidate's tenure file thus serving also as a promotion file. The final tenure and promotion decisions are nevertheless independent of each other, and a positive tenure decision does not necessarily ensure a positive promotion decision.

An Assistant Professor may be considered for promotion to Associate Professor prior to the tenure review only if the initial letter of appointment stipulates that possibility.

B. Promotion to Full Professor

Persons promoted to the rank of Full Professor at Colorado College have attained a level of achievement that fulfills their earlier promise. They have earned widespread respect for their teaching effectiveness and their consistent commitment to student learning. Several peer-reviewed publications (or equivalent performances or exhibits) since tenure review now testify to their scholarly reputation. In addition, they have made significant contributions to the life of the College—for example, by chairing a department or program, by demonstrating leadership on faculty committees or special College projects, by mentoring new faculty, or by co-teaching in interdisciplinary courses. Recognition for leadership in the wider community or in a professional society can further strengthen a case for promotion to Full Professor.

Established teacher-scholars occasionally join the Colorado College faculty at the rank of Full Professor, but faculty members are normally considered for promotion to Full Professor in or after the eighth year in the Associate Professor rank. An Associate Professor has the right to request their department chair

to conduct an early review (prior to eight years in rank) for promotion to Full Professor, but early reviews are unusual and the Dean may offer counsel about the advisability of such a request.

The review procedures for promotion to Full Professor are generally the same as those for the tenure review. The promotion file closely resembles the tenure file but focuses on the candidate's performance since tenure.

An Associate Professor whose department decides not to recommend them for either normal or early promotion to Full Professor may ask to meet with the Personnel Council in order to make the case for a promotion review. If the Council decides that the petition for review has merit, the FEC as a whole appoints a committee to conduct the review in place of the department chair. A decision to appoint a review committee carries no pre-judgment regarding the outcome of the review process.

In the case of denial of promotion to Full Professor, the Dean provides the candidate with a written summary of the file and rationale for the decision.

C. Procedures for Promotion of Department Chairs to Full Professor

Any department chair who is eligible and wishes to be considered for promotion to Full Professor so notifies their Divisional Executive Committee. When a Divisional Committee decides that a promotion review is appropriate, it consults with the Dean, and the Committee appoints a tenured faculty member to conduct the review.

When a Divisional Executive Committee decides that a promotion review for a department chair is not advisable, it so informs the chair, the Faculty Executive Committee, and the Dean. The department chair may appeal to the Dean to reverse a Divisional Committee's decision not to proceed. If the Dean agrees with the Committee's decision, no further appeal is possible. If the Dean rules instead that the chair's appeal has merit, the Dean makes that case to the Faculty Executive Committee. The FEC may either veto the proposed promotion review or appoint a tenured faculty member to conduct the review according to standard promotion procedures.

IX. NON-TENURE-TRACK FACULTY APPOINTMENTS

A. Adjunct Faculty

Adjunct Instructors, Assistant Professors, Associate Professors, and Professors are regular part-time, non-tenured members of the Colorado College faculty. The term "adjunct" in Colorado College's usage is obsolete in wider academic usage, however, and will cease to be used here when persons currently so designated are no longer active faculty. From 2017 forward, colleagues holding adjunct status may choose to retain this designation or request transition to other faculty ranks. In the meantime, provisions regarding adjunct status described below maintain for those retaining this title.

1. Responsibilities and privileges

To an extent commensurate with adjunct status, adjunct faculty members are expected to contribute to the life of the College by participating in departmental or program activities, serving on appointive faculty committees, and advising students. Adjunct faculty may vote in all faculty meetings during an academic year in which they teach at least four Blocks.

2. Salary and benefits

The adjunct faculty salary per Block is no less than one-sixth of the minimum annual salary of a full-time faculty member in the same rank. Except in unusual circumstances, adjunct faculty members teach no

more than five Blocks per year. The College may on occasion employ adjunct faculty for administrative tasks in addition to their regular teaching responsibilities. Adjunct faculty members are eligible for promotion, sabbatical leaves, travel monies, and research or study grants according to the same rules and procedures as pertain to tenure-track faculty. For purposes of calculating promotions and leaves, six teaching Blocks count as one academic year.

3. Change of status

If a faculty member currently holding adjunct rank wishes to transition to Senior Lecturer status, that individual may do so with the support of their program, but without any special review process. If a current adjunct faculty member, with department or program support, wishes to transition to a full-time tenure track position, their department or program must petition the Dean for a conversion of the position without a national search. If that individual's adjunct position is converted to a tenure-track position, the faculty member entering the newly designated line must undergo a tenure review. Blocks taught in the adjunct position may be counted toward tenure and thus may affect the timeline for tenure review as negotiated and made explicit in the transitioning faculty member's new letter of appointment.

Positions currently established as adjunct lines -- whether individuals holding them remain as Adjuncts, become Senior Lecturers, or transition to tenure-track status -- will not be sustained as faculty lines. Although all tenure lines, when vacated, are subject to review for renewal by the Dean, formerly adjunct positions will be understood to terminate when their occupant ceases to be active on the Colorado College faculty.

B. Riley Scholars-in-Residence

The Riley Scholars-in-Residence Program reflects the conviction that a strong minority presence on the faculty of a liberal arts college benefits the entire community. Scholars of African, Asian, Hispanic, and Native American ethnic identity afford the College a diversity of experience and perspective otherwise difficult to attain. By their presence as well as their knowledge, these scholars help to enlarge the world of their students and colleagues.

Academic departments collaborate with the Dean and the Provost to identify and hire promising Riley Scholars-in-Residence candidates. A particularly important resource is the annual roster of candidates made available by the Consortium for a Strong Minority Presence at Liberal Arts Colleges, to which Colorado College belongs. This association of selective undergraduate institutions supports minority scholars with dissertation and post-doctoral fellowships and encourages them to pursue careers in undergraduate teaching.

At Colorado College pre-doctoral Riley Scholars teach two Blocks during an academic year; post-doctoral Scholars teach three. The Riley Scholar and the Dean negotiate other details of a Riley appointment, including such benefits as funds to support research. In addition to their teaching and scholarship, all Riley Scholars are expected to interact regularly with students and participate in such functions as departmental seminars.

C. Block Visitors

Colorado College employs Block visitors for a variety of reasons. Some Block visitors, for example, enrich the curriculum with courses that draw upon their special academic expertise; some replace faculty members on leave. Block visitors are typically invited to Colorado College because they are known to a department by professional reputation, or they have been selected by means of a competitive process.

In requesting approval of a Block visitor appointment, a department chair submits the candidate's curriculum vitae to the Dean. At the end of the Block visitor's course (or courses) the chair sends the Dean an assessment of their effectiveness as a teacher. Block visitors who hold a position at another academic institution are hired as a Visiting Professor at the corresponding faculty rank.

D. Full-time Faculty Replacements

In most circumstances, Colorado College allows departments or programs to replace faculty members who are away from the College on a year-long leave of absence. The Provost appoints (and reappoints) replacement faculty upon recommendation by the Dean, the Dean having consulted with the department chair. Replacement faculty members are normally hired as visiting professors at a rank appropriate to their education and experience or corresponding to their rank at another institution. One-year appointments may be extended no more than three times; a visiting professor may thus teach at Colorado College for no more than four years.

E. Lecturers

Lecturer is a category of faculty appointments available to departments only in special circumstances. Lecturers are appointed and reappointed by the Provost, upon recommendation by a department or program and the Dean. The Lecturer category consists of three subcategories in a department or program (Visiting Lecturer, Lecturer, and Senior Lecturer). Lecturers normally hold terminal degrees in the fields appropriate to their teaching (or eminence other than by academic distinction, for instance visiting artists or public servants). Faculty without such degrees are termed instructors according to common national practice.

Individuals whose principal role at the college is as faculty, if they do not hold tenure-track positions, are designated 'Lecturers' when they teach four or more blocks per year. These faculty may have administrative, service, and college governance responsibilities as described in their contracts. Every two years, in alignment with the department's regular biennial review process, the department chair or program director, in consultation with departmental colleagues, conducts an evaluation of a Lecturer and forwards it to the Dean. Every fourth year this review must include evaluations by current students and alumni who have taken courses from this individual and comments from departmental colleagues. For departmental lecturers, the department chair submits this fourth-year review file to the Dean, who may then extend the Lecturer's contract for an additional two years. For lecturers in interdisciplinary programs, review will be conducted by the Dean in consultation with the program director and the tenured members of the program's advisory committee. In General Studies, review will be conducted by the Dean.

Persons whose principal role at the college is as exempt staff are also designated as Lecturers if they regularly offer courses for Colorado College credit. Their positions bridge administrative and teaching responsibilities. These individuals are appointed and reappointed to lectureships by the Provost upon recommendation by an academic department or program and the Dean. Every two years, the teaching of a Lecturer in the College is reviewed by the relevant academic department chair or program director, in consultation with the individual's supervisor in their exempt staff role. Every fourth year this teaching review must include evaluations by current students and alumni who have taken courses from the individual. The relevant department chair or program director submits teaching reviews for these exempt staff, who also serves as Lecturers, to the Dean.

After six years or 24 blocks of teaching in a lecturer's position at the College, a lecturer may apply to become a Senior Lecturer through a review process including evaluations by current students and alumni

who have taken courses from the individual, letters from colleagues, reports of class visits from Colorado College colleagues, and, if the candidate so requests, comments from outside reviewers. Elements of this review are completed as for the tenure and promotion process for tenure-track faculty as outlined in Section VII.C.2 above; however, the review does not require a research statement, external letters evaluating scholarship, or evidence of scholarly achievement. These materials will be assessed by the candidate's department and the Personnel Council, then forwarded to the administration for decision and action. Although scholarly activity is an asset in such a review, research and publication are not required for the rank of Senior Lecturer. Teaching is the primary focus of review. Departmental and/or college-wide service will be considered.

Following a positive review, a Senior Lecturer whose primary role is teaching receives a six-year contract and is evaluated every two years as part of the regular salary review cycle with their department or program, also becomes eligible to apply for sabbatical leave. Should exempt staff serving as lecturers receive Senior Lecturer status, the primacy of their administrative roles requires that they submit reports annually to their supervisors, who then contribute letters to Senior Lecturer evaluations every two years.

F. Appointment Letters for Non-Tenure-Track Faculty

All appointments and reappointments for full- and part-time non-tenure track faculty, including their specific terms and conditions, are made by letter signed for the College by the President, in consultation with the Provost and the Dean. Only such a letter may be relied on for the terms of any faculty member's appointment at the College.

Appointments of non-tenure-track faculty are for one year and may be renewed, but the College sends letters of reappointment only after tenure-track positions have been filled.

X. FACULTY COMPENSATION AND BENEFITS

A. Salary

1. Determination of faculty salaries

Each fall the Faculty Salary Committee (the faculty members on the Compensation Committee) issues a salary report to the faculty and the administration. The Committee bases its report on compensation data from other colleges and universities, the current report of the Colorado College chapter of the American Association of University Professors, and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee. The administration takes the Salary Committee's data and recommendations into consideration each year in preparing the College budget. Each fall department chairs invite non-tenured members of their department to submit by semester's end a description of their professional accomplishments over the past year, using as guidelines the standards for scholarship, effective teaching and advising, department and College service, and professional and civic activities that are set forth in this Handbook. The chair shares the evaluation of performance with the faculty member and informs the Divisional Executive Committee of the performance and salary recommendations, and the Divisional Executive Committee submits its own recommendations to the Dean. The Dean bases their salary recommendations to the Provost on both departmental and Divisional Executive Committee evaluations. The annual salary letters to faculty specify the amounts allocated to each component in the salary model used in the calculation of the total salary for that year.

Tenured faculty members participate in salary reviews every other year.

2. Payment of faculty salaries