



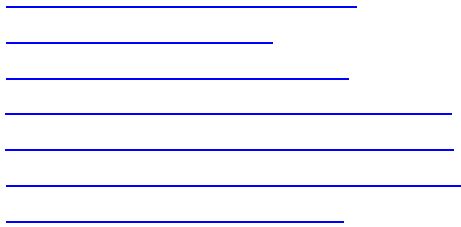
## Preface

The Faculty Handbook is the statement of the administrative organization of Colorado College and the policies and procedures governing members of the faculty and the academic programs of the College.

This Handbook has been approved by the faculty, the President of the College, and the Board of Trustees and is effective as of July 2024. It replaces and supersedes all prior versions of the Faculty Handbook, as well as any revisions or supplementary memoranda issued before its effective date.



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The Colorado College was incorporated as a nonprofit corporation in the Territory of Colorado on February 4, 1874. The Certificate of Incorporation, on file with the Colorado Secretary of State, has been amended several times since the College was founded, including the years 1907, 1955, 1984, and 1996. Two of the effects of these amendments have been to establish the secular character of the College and to increase the size of the Board of Trustees.

The bylaws of a corporation are a document separate and distinct from the articles of incorporation. They are enacted by the corporation in order to set forth the rules according to which it will be managed and governed. Thus the Amended and Restated Bylaws of The Colorado College is the governing document of the College. This document, as amended from time to time by the Board of Trustees, establishes the duties and responsibilities of the Board of Trustees, the Trustee Officers, the President, the Administrative Officers, the Faculty, and other employees of the College. The Bylaws may be amended, following notice, only by a majority of all Trustees then in office.

The Bylaws of the College both define and protect the principles of tenure and academic freedom.

The Bylaws are available to any member of the College community and can be found online at <https://www.coloradocollege.edu/basics/welcome/leadership/policies/index.html>.

Information about the Board of Trustees can be found online at <https://www.coloradocollege.edu/basics/welcome/leadership/trustees/>.

The Board of Trustees appoints the President of the College on such terms and conditions and for such tenure as it deems to be in the best interests of the College. As the Chief Executive Officer and administrative head of the College, the President has general authority over and supervises the operations of all departments of the College, all members of the faculty, all administrative officers and other employees, and all students.

The President convenes the faculty for its regular meetings (normally on the fourth Monday of the Block) and for special meetings that they may consider necessary. If present, the President presides at all faculty meetings that they convene unless the President delegates to the Dean of the Faculty the responsibility of presiding.

The President appoints all College administrators (except those who are appointed by the Board of Trustees upon such terms and upon such conditions as the President judges to be in the best interests of the College.

The President exercises such disciplinary powers as they may deem in the best interests of the College, which include the power to expel or suspend students and the power to dismiss non-tenured faculty members and other employees and agents of the College (the exception being Administrative Officers who periodically reports to the Board of Trustees on the work, operations, and state of the College and makes such recommendations as they consider necessary.



The Dean of the College has primary responsibility over co-curricular and curriculum supportive offices; student academic affairs (student success, support and development); enrollment management and other related college affairs and policies, including tuition appeals and student academic leaves. They serve as a conduit for enrollment, student life, athletics, and the other college administrative divisions. The Dean of the College administers co-curricular and curriculum-supportive offices such as the Colket Center, the Advising and Undergraduate Research programs, Accessibility Resources, Sustainability, and Community Engagement initiatives. They also direct non-academic year (including summer) and off-site programs. The Dean of the College promotes student achievement during the undergraduate years and prospectively, such as through the first-year and general education programs.

The following officers report directly to the Dean of the College: Assistant Dean for First Year Student Success and Director of Academic Programs, the Registrar, the Directors of Accessibility, Career Center, Collaborative for Community Engagement, Field Study, Global Education, Quantitative Reasoning, State of the Rockies, Student Support, Summer Session, Sustainability, Writing Center, as well as the Cultural and Linguistic Diversity Education Specialist and Student Opportunities Manager.

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Colorado College recognizes the practice of awarding tenure as an essential means of ensuring the freedom from both overt threats and subtle encroachments. Tenure also guarantees a sufficient degree of economic security to make college teaching an appealing career choice. Once a faculty member has received tenure, their employment by Colorado College can be terminated only because of financial dismissal for cause (as explained in PART TWO, XIII. of this Handbook).

Colorado College is an institution of higher learning dedicated to the unrestricted search for and generation of new knowledge. In pursuit of these goals, the College affirms the freedom of faculty members to explore and express a wide range of views based on their scholarly work, including controversial views and institutional critique, without fear of institutional censure. Faculty members are at liberty to present unpopular or contested viewpoints, to explore sensitive topics of inquiry in their classes, and to conduct research in any area of investigation relevant to their teaching. We believe that the pursuit of knowledge is best served when critical thought is unrestrained by ideological limits imposed from without and when research and analysis proceed with a robust confidence that conclusions may be stated honestly and publicly without qualification, however contrary to conventional wisdom or established authority those conclusions may be. Academic freedom guarantees that all members of our community may engage in rigorous intellectual inquiry without fear of recrimination, their appointment or personnel reviews.

The practice of academic freedom includes the duty of academic responsibility, which includes faculty

best qualified candidate.

Recruitment for a new faculty member begins with an announcement of the available position that is nationwide in scope. The chair of the search committee (usually the department or program chair)

with diverse backgrounds, informing directors of graduate programs about positions to be filled, and identifying applicants whose inclusion would increase the diversity of the applicant pool. By way of example, the department chair should consider sharing the job announcement with appropriate pipeline organizations, affinity group networks or associations focusing on members of underrepresented groups and/or publications that are likely to reach candidates from diverse backgrounds who might not otherwise be reached by a national search and posting for the position. If the Dean of the Faculty determines that more time is needed to identify a more diverse applicant pool, they may allow a department to postpone fulfilling a position for a year.

Rarely and under extraordinary circumstances, the department/program and/or College may determine that the best candidate for a position is an individual who has received tenure at another institution. A hiring offer with tenure to such a candidate can only be made upon approval of the Dean of the Faculty and the official hire is contingent upon a successful review of the following materials: the full application file; a letter of support from the hiring department/program explaining the rationale for hiring the candidate (including potential for excellence in teaching at Colorado College); evidence of excellence in teaching, research, and service; and any confidential letters from individual faculty in the hiring department/program. The review file must be submitted immediately upon offer from the College. The review, which will be completed within one block of submission of the file, will be conducted through the same channels as a traditional tenure review, beginning with the Divisional Personnel Council and culminating in a decision by the Board of Trustees.

In unusual circumstances the College may take advantage of special opportunities to bring to the faculty persons of extraordinary ability and exceptional promise. Special opportunity hires do not require a national search. Before making such an appointment, however, the Dean of the Faculty consults with the appropriate department and Divisional Executive Committee, the Faculty Executive Committee, and the President.

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position may be divided only within a single program or department, never between departments or programs.

Candidates must indicate their intention to be considered for a split position when they submit their letter (or letters) of application.

Teaching and advising responsibilities for split positions are normally divided equally; but to accommodate changing needs of the two faculty members, this ratio may change from year to year with departmental or program approval. In the year that the tenure files are being established, however, the teaching ratio will normally be 50/50. Co-teaching will be allowed only at the discretion of the hiring department and with the approval of the Dean of the Faculty. Should persons hired for a split position request teaching Blocks beyond their normal teaching

advisability of continuing a split position and forward its decision to the Dean of the Faculty: (1) one person is granted tenure, but the other is not; (2) one person leaves the College for other employment; (3) the two faculty members dissolve their working relationship or one of the two dies or becomes incapacitated.

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All initial faculty appointments, and any subsequent reappointments, are made by the President or the Dean of the Faculty after consultation with the department or program chair. Only the initial appointment letter may be relied upon for the terms and conditions of employment by the College, unless an alternative agreement is reached by the individual and the Dean of the Faculty with the President. After the award of tenure, the appointments of tenure-track faculty are renewed each year, and neither reappointment nor tenure is automatic or assured.

Colorado College ordinarily hires at the Assistant Professor rank persons who have completed the Ph.D. or other terminal degree or who give promise of completing the degree by the beginning of the academic year in which teaching responsibilities commence. If degree requirements are not met before the academic year 1 27 theq0Qq0C





*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 at least one peer-reviewed publication (and/or the equivalent in the respective field) that demonstrates the . . . . . Because scholarship varies in different disciplines, departments/programs provide a statement of expectations of scholarly

specified in the initial letter of appointment, the College decides whether to award tenure or issue a terminal appointment

written request, the Dean of the Faculty may extend the probationary period beyond the sixth year.

For the purpose of discussing the review process, the Dean of the Faculty meets with candidates and their department chairs (or equivalent) 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

may request to meet with the Dean of the Faculty and their department chair (or equivalent) to discuss the information. The Dean of the Faculty

The chair (or equivalent), 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 teaching schedule and course plans. Visitors discuss their observations with candidates. The

for reviews.

In May of the academic year preceding the tenure review, the department chair (or equivalent) requests universities or institutions or from other professionals who are



the program. In addition, those who acted as college-assigned mentors to pre-tenure faculty prior to the formation of the MAP program should not serve on personnel councils or write letters for former mentees who are under third-year or tenure review.

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. After discussing the case, the Personnel Council's recommendation is recorded in the minutes of the meeting. After the meeting, a letter of appraisal stating the outcome of the review and the Personnel Council's recommendation regarding tenure and promotion is drafted by a representative of the Personnel Council, then edited and finalized by all members of the Personnel Council. The Personnel Council's recommendation is discussed at a later meeting attended by the Dean of the Faculty and the Personnel Council. If they require further information, the Dean of the Faculty and the President, 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 of the Faculty forwards their written recommendation to the President and orally informs the candidate as well. The Dean of the Faculty adds their recommendation to the tenure file.

In the case of a Dean of the Faculty who is not the department chair, the Dean of the Faculty forwards their recommendation to the Board of Trustees for action at its next regularly scheduled meeting.

If the Dean of the Faculty'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 of the Faculty'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 of the Faculty designates another member of the Personnel Council to review the file. The review process then proceeds as outlined above.

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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 of the Faculty. 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 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 of the Faculty's record of meeting with the candidate for the purpose of

discussing the third-year or tenure process and criteria.

- ii. the Dean of the Faculty's summary of the results of the candidate's third-year review (for tenure files).
- iii. when applicable, a statement from the Dean of the Faculty communicating any unique
- iv. 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.
- v. 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.
- vi. letters from other members of the Colorado College community (required), and from
- vii. 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.
- viii. 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
- ix. their own recommendation for or against the award of tenure.
- x. 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.
- xi. 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 of the Faculty and the President.

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

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

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Faculty qualified to be full-time or block visiting faculty should hold a degree at least one level above that of the program in which they are teaching, and in the case where the degree is in a field other than that in which they are teaching, they should have completed substantial coursework/training/scholarship in the field in which they teach. Faculty qualification may also be achieved via Equivalent/Tested Experience--through their breadth and depth of experience demonstrated by evidence such as, but not limited to, exhibition/performance history, record of scholarship or publications, relevant professional work, major awards)

Lecturer is a category of faculty appointments available to departments only in special circumstances. Lecturers are appointed and reappointed by the Dean of the Faculty, upon recommendation by a department or program. 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 administrative, service, and college governance responsibilities as described in their appointments. Every program director, in consultation with departmental colleagues, conducts an evaluation of a Lecturer and forwards it to the Dean of the Faculty







employed by the College or while on authorized unpaid leaves of absence for scholarly purposes, the named beneficiary or the estate of the deceased receives a life insurance benefit equal to 1.5 times the base annual salary of the decedent (to the policy maximum). In the event of death resulting from an accident, the surviving spouse or the estate receives, in addition, an Accidental Death and Dismemberment benefit equal to 1.5 times the base annual salary of the decedent (to the policy maximum). The surviving spouse or estate of a participant in the Early Retirement program receives a life insurance benefit based on their Early Retirement Compensation.

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Accordingly, sabbatical applications must make a convincing case that, if granted, the leave would contribute to the goals of the sabbatical policy. After consulting with the department chair, a faculty member desiring a sabbatical leave submits to the Dean of the Faculty, in early fall preceding the year the leave would be taken, an application letter that describes the proposed sabbatical project(s) and explains how the leave could be expected to make them a more productive scholar or a more effective teacher.

Dean of the Faculty

professional development and its impact on departmental staffing needs. Sabbatical projects may vary considerably in their aim and emphasis from study, research, writing, or artistic creation to reading about pedagogy and devising new courses to travel, reflection, and personal renewal. Untenured faculty members are strongly urged to consider the diagnostic results of their third-year review as they plan their sabbatical leave.

The Dean of the Faculty forwards all sabbatical applications to the Faculty Research and Development Board, on which they serve. The Board evaluates the merits of each sabbatical proposal, considers the likely impact of leaves on individual departments and the College, and alerts the Dean of the Faculty of any compelling reasons for denial or delay.

Faculty members who delay a sabbatical leave by a year, whether at their request for the purpose of professional development or at the request of the College, are not penalized by losing a year in the sabbatical cycle.

In general, the College does not pay travel expenses to anyone on sabbatical leave or to any part-time faculty member (except adjunct faculty when they are not on leave). If funds are available in the latter part of an academic year, the Dean of the Faculty may approve additional trips for faculty members.

Sabbatical leaves are usually taken within a single academic year, and faculty members are normally obligated to return to Colorado College for at least one year following a sabbatical.

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In order to accommodate individual needs that its sabbatical program is not designed to meet, Colorado College allows faculty members to apply for unpaid leaves that can range in length from a single Block to two years. An unpaid leave may be arranged through consultation with the department concerned and with the Dean of the Faculty as detailed below.

With the exception of leaves of absences to be funded by external grants, applications for planned unpaid leaves are due in the Dean of the Faculty by the end of the year in which the leave is to be taken. Applications must be accompanied by a statement from the department chair that describes the effect of the leave on the department and provides the chair's judgment regarding the need for a replacement.

In the event the leave of absence will be funded by an external grant, the faculty member discusses the opportunity and the notification timeline with their department chair in advance of grant submission. As part of the internal approval process for external research grants, the department chair will provide the Dean of the Faculty with a statement that describes the effect of the potential leave on the department.

augmented funding will be needed to secure a year-long visitor on a short timetable. Once notification of external funding has been announced, the chair submits an updated statement to the Dean of the

Faculty \ -year visitor, within three weeks. One-year visitor appointments are not guaranteed.

If a faculty member takes an unpaid non-

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On a case-by-case basis, the College provides full-time and adjunct faculty members leaves of \_\_\_\_\_ u # \_\_\_\_\_ st for a leave. The College may ask for a second opinion, at its expense, from a physician of its choosing and may periodically

After consulting with the department chair, the Dean of the Faculty may approve the \_\_\_\_\_ time faculty, the number of days pro-rated for adjunct faculty.

The College grants maternity leaves to full-time faculty on the same conditions as those that apply to leaves for illness or injury. A maternity leave during the academic year is normally for two Blocks and begins with the Block in which delivery is expected.

Paid medical leaves are counted toward the twelve weeks of unpaid leave provided under the Family Medical Leave Act.

Under provisions of the Family Medical Leave Act, the College provides unpaid leaves of absence to full-time faculty who have been employed at the College for at least one academic year. Legitimate grounds for such leaves include medical or family exigencies for example, a faculty parent or child with unusual needs. A leave request occasioned by injury or illness must be \_\_\_\_\_ n, and the College may request a second opinion, at its expense, from a physician of its choosing. A faculty member who has been granted a paid medical leave is eligible for an unpaid leave only after the termination of the paid leave. Unpaid medical leaves are limited to one per calendar year and may not exceed a period of twelve weeks. A paid leave counts toward the twelve weeks of unpaid leave provided under provisions of the Family Medical Leave Act.

Normal benefits continue for faculty members on unpaid medical leave, but benefit costs that are calculated as a percentage of salary (for example, FICA and contributions to the Defined Contribution Retirement Plan) will not be the same.

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# # h O \_\_\_\_\_ complies with the CO-FAMLI Act and provides a full-time faculty member time away from normal College responsibilities in order to care for and bond with their newborn or newly- adopted child. The paid leave provided by the College is taken concurrently with the first eight weeks of the twelve- week parental leave guaranteed by the Family Medical Leave Act. Faculty members who anticipate taking parental leave should discuss their plans with their department chair, submit any necessary documentation to the Human Resources Office, and request the Dean of the Faculty \_\_\_\_\_ o \_\_\_\_\_ file an Affidavit of Domestic Partnership with the Human Resources Office. Additional information

regarding parental leaves is available from the Human Resources Office.

When possible, the College provides replacements for faculty members on leave. The chief purpose of  
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and, above all, to provide staffing for courses required for departmental majors.

Salary and benefits continue during sabbatical leaves, but benefit costs that are calculated as a  
compensation (that is, either full pay or five-ninths pay).

Faculty members on a full-year sabbatical may accept employment outside the College for the  
equivalent of one-









review by the appeal panel is limited to a determination of 1. whether the procedures that were followed prior to the Dean of the Faculty's decision accorded with those prescribed in this Handbook, or 2. whether the Dean of the Faculty's decision is based on adequate and proper consideration of the file. The appeal panel should not substitute its own judgment for that of the Dean of the Faculty on the merits of whether the faculty member should be given tenure.

An appeal based on a question of "adequate" consideration of the tenure file involves a procedural analysis designed to ensure that (i) the appropriate faculty body adequately deliberated over the criteria relevant to the candidacy, and (ii) that body's analysis and recommendation formed the basis of the Dean of the Faculty's decision.

An appeal based on a question of "proper" consideration of the tenure file involves an analysis designed to ensure that the Dean of the Faculty's decision was not based on improper considerations, such as discrimination or a violation of academic freedom.

In all cases, the appeal panel states the reasons for its findings in a written report to the President within four weeks (excluding Winter Break) of the appeal panel's appointment. The President, in consultation with the President, will then consider all of the evidence and make the final decision regarding the recommendation of tenure. The President communicates the recommendation to the faculty member within two weeks of receiving the appeal board's report.

If the President finds no procedural grounds for reconsidering the tenure file, but intends to reverse the decision of the Dean of the Faculty, the President discusses with the Faculty Executive Committee their reasons for recommending to the Board of Trustees that tenure be awarded in this case.

The h                      recommendation may not be appealed.



service; by December 15 in the second year of service; one year in advance if the decision not to renew the appointment is made after at least two years of service. In the latter case, the faculty member may be reappointed to the College for a third year.

When the College terminates the appointment of a tenured faculty member, that person may be reappointed to the College for a third year. A faculty member dismissed because of flagrantly immoral conduct is entitled to neither option.

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The faculty normally meets once each Block during the academic year. The Dean of the Faculty prepares a







All tenured faculty members of the FEC are elected by the general faculty for staggered three-year terms (unless a member is elected to take the place of someone on leave from the College, in which case the replacement shall serve only as long as the regular member is on leave). All non-tenured, tenure-track faculty members of the FEC are elected by the general faculty for one-year terms. The faculty members of each subcommittee elect its chair. The President attends FEC meetings at the invitation of the Co

The Governance Subcommittee each spring requests from the Dean of the Faculty a list of faculty who are eligible to stand for election to the FEC, excluding department or program chairs, those going on sabbatical or lengthy leaves, those who hold administrative titles, and associate chairs upon request. Additionally, those faculty who are cycling off the FEC, the Curriculum Executive Committee, or the divisional executive committees are ineligible to appear on any election ballots (except for Appeals Boards) for an equivalent number of years as their most recent continuous service on those respective committees. For example, a complete three-year term of active service would be followed by three years of ballot ineligibility. Should a term be interrupted by a sabbatical or leave, the length of the ballot ineligibility would be only as long as their most recent term of active service. This rule would not apply to a faculty member serving as a one-year replacement. The Governance Subcommittee then prepares a list of eligible candidates in Block 7 that explains how candidates meet requirements of tenure and academic division, and lists the continuing members of each subcommittee. Faculty may request removal of their name from the eligibility list for unusual personal or professional circumstances. The Subcommittee then sends a ballot to all faculty members, who nominate faculty for election to fill subcommittee positions according to division and rank for the following academic year. The first round constitutes the nominations of the candidates who receive the four highest numontinu 0.022 T0al6(a1g 5n0(ar)10(ds

faculty member from any division (one-year term).

2. Four members of a Governance Subcommittee, one tenured faculty member from each division (three-year terms) and one non-tenured, tenure-track faculty member from any division (one-year term).

3. Four members of a Personnel Policies Subcommittee, one tenured faculty member from each division and one non-tenured, tenure-track faculty member from any division (one-year term; cannot be undergoing review in that year). Tenured members include: up to two members from Personnel Review in the third year of a 3-year term, who transition to Personnel Policies for the third and final year; one to two (depending on number of members rotating in from Personnel Review) members elected directly to Personnel Policies

4. Four members of a Personnel Review Subcommittee, one from each division and one elected at large, all of whom are tenured. All serve three-year terms, but the final year may be served on Personnel Policies if previous two years were fully served (e.g., member did not have a gap in service due to leave, etc).

The subcommittees work independently, but each reports to the full Faculty Executive Committee, which exercises the power of final recommendation to the faculty or administration. The Faculty Executive Committee advises the Dean of the Faculty and the President on all College matters of concern to the faculty. Through regular contact and conversation, it represents the faculty to the Board of Trustees. The chair of the Faculty Executive Committee reports on behalf of the FEC at meetings of the Board.

The Faculty Executive Committee normally meets twice each Block.

The Budget and Planning Subcommittee serves as the faculty representatives to the Campus Budget Committee and makes recommendations

consultation with committee chairs and review of their interim and final reports, the Subcommittee may issue written charges to particular committees for their work the following academic year. The Subcommittee oversees the work of all faculty committees but gives particular attention to those charged with bringing significant proposals to the faculty.

After consultation with representatives of faculty, administrators, and students, the Subcommittee may recommend proposed changes in the faculty committee structure to the FEC. Any such changes must be approved by the faculty.

The Personnel Policies Subcommittee is responsible for reviewing, revising, and developing policies and procedures related to hiring, review, tenure, and promotion, and to personnel issues related to diversity, equity, and inclusion.

The Personnel Review Subcommittee works with divisional committees, forming three Personnel Councils, on third-year, tenure, and promotion reviews. It works with the full FEC on termination of tenured appointments, and allocation among departments of tenure-track positions. These groups of seven individuals are called Personnel Councils. Recommendations on personnel files from the Councils are then forwarded to the Dean of the Faculty.

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The Curriculum Executive Committee (CEC) is composed of seven elected faculty members: one tenured faculty member from each academic division; one tenured faculty member representing ID programs; and one non-tenured, tenure-track faculty member from each academic division. Tenured faculty members are elected to three-year terms; non-tenured faculty members are elected to one-year terms. If two ID representatives are not available to run, the opening will become an at-large position. CEC election procedures are the same as procedures to elect FEC committee members (V.1.a.) and occur after the FEC elections. The faculty committee members elect the CEC chair. Non-voting members of the committee include the Dean of the Faculty, the Dean of the College, the FYP Director, the Writing Center Director, and three students elected by the Student Government Association. The CEC meets at least once per block.

The CEC is responsible for reviewing the academic program of the College, assessing its effectiveness, and recommending curricular program and policy changes. The CEC reviews graduation policies and all- college requirements, as deemed necessary. The CEC considers

potential approval.

Each Divisional Executive Committee consists of three-full time faculty members elected by the faculty of the division after the FEC and CEC elections in the spring semester. The current members of a Divisional Executive Committee oversee the election of a member (or new members) for the following year. Only tenured faculty are eligible for election. The outgoing committee determines that all eligible faculty are included on the ballot, that none is a current department or program chair or a member of the Faculty Executive Committee, and that none will be on leave. The Divisional Executive Committee then conducts the electoral

process. Each Divisional Committee expires each year. Each Divisional Committee selects its chair from its tenured members.

Each divisional committee selects its own chair.

Most responsibilities of Divisional Executive Committees are common to all three. Each Committee serves as an information-gathering body and forum on matters of divisional concern; makes recommendations to the Committee on Instruction concerning curriculum changes proposed by departments and individual faculty members within the division; makes recommendations on appointments and serves as members of the Personnel Council along with the Personnel Subcommittee of the Faculty Executive Committee regarding appointments, third-year reviews, reappointments, tenure, and promotions of faculty members of the division; makes annual or bi-annual salary review recommendations to the Dean of the Faculty; and, in its role as the Divisional Research and Development Committee, awards research and study grants to the divisional faculty.

A second member of each Divisional Committee represents the division on personnel reviews. A second member of each Divisional Committee represents the division on the process of awarding research and study grants and represents the division on the Faculty Research and Development Board. One member of each Divisional Committee also serves as the divisional representative on the Summer Programs Committee.

Each Divisional Executive Committee decides what additional Committee responsibilities are appropriate because of particular needs or special concerns of its division.

Any vacancy on a Divisional Executive Committee arising during the academic year from any cause is filled by a successor promptly elected by the faculty of the division for the remainder of the term. In accordance with regular divisional election procedures, the remaining members of the Divisional Committee oversee the election of a replacement. Should all three Committee positions become vacant simultaneously, the Governance Subcommittee of the FEC assumes responsibility for an election to fill the vacant positions.

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Faculty committee members are appointed by the Governance Subcommittee for staggered three-year terms. Whenever possible, the Governance Subcommittee honors faculty requests for relief from committee service every fourth year. Members of College committees who are not faculty or students are appointed by the President, on the advice of the President's Cabinet and Staff Council. Student



The Assessment Committee is composed of three faculty members, no two from the same academic division of the College, the Associate Dean of the Faculty (ex officio), a Librarian from Tutt Library (ex officio) and the Director of Assessment and Program Review (ex officio).

The Athletic Advisory Board serves in an advisory and recommendation role to the President and the Board of Trustees. The Board provides input on the effectiveness of current athletics policies, programs at all levels (intercollegiate athletics, club sports, and intramural sports), identifies shifting needs, landscape and interests regarding NCAA athletics and recommends changes that would strengthen the programs and student-athlete liaison among the different constituencies of the College community – students, staff, faculty, and alumni/ae-in all matters related to athletics.

The composition of the Athletics Advisory Board follows the rules as defined by NCAA bylaws. In compliance with NCAA bylaws, the Athletic Advisory Board consists of eight voting members including two faculty members made up of at least one Faculty Athletic Representative, one student, one staff member, one faculty member, one alumni/ae member, and one faculty member.





division, and one from each rank (Assistant Professor, Associate Professor, Full Professor).

The Committee on Instruction discusses curricular issues at the operational level, usually referring questions of curricular policy to the Curriculum Executive Committee. One important function of the Committee is to review and evaluate proposals for course changes and new courses according to academic policy and administrative procedures. It also evaluates proposals for new majors and minors, and new interdisciplinary programs after proposals have been approved by the Curriculum Executive Committee. When the Committee approves proposals, it submits them to the full faculty for its consideration. Any course that is to be added, dropped, or substantially modified requires review by the Committee on Instruction and approval by the faculty. In judging the merits of a proposal under review, the Committee is guided by the recommendation of the appropriate Divisional Executive Committee (except in the case of General Studies courses), the overall aims of the College's academic program, and the course's effect on teaching resources and staffing. In the case of departmental courses, the Committee takes into account as well the department's stated curricular objectives. The Committee reviews graduation lists prepared by the Registrar and forwards these lists and its recommendations regarding honors at graduation to the faculty.

The Committee on Instruction also reviews all courses proposed for CP (Critical Perspectives), or Q (Quantitative Reasoning) designation. Departments submit proposals for special designation to their Divisional Executive Committee, which forwards to the Committee on Instruction those courses that, in its judgment, meet the faculty's criteria for special designation. The Committee on Instruction oversees the assessment program for the College's CP courses and every third year the Committee reviews all courses with CP designation, and recommends to the faculty whether to renew or den

The Compensation Committee consists of three full-time faculty members, one from each of the professorial ranks; one retired faculty member; three exempt staff; and three non-exempt staff. The Director of Human Resources is an ex-officio, non-voting member of the Committee. This committee reports to the Budget Committee.



of the Divisional Executive Committees; the Dean of the Faculty; and the Director of Faculty Research Support. The Board elects its chair from among the three faculty members.

The Secretary of the Faculty is a tenured or tenure-track faculty member who attends all the regular meetings of the faculty to record official actions of the body along with reports and statements delivered by the Deans, the President, committee chairs, etc. The Secretary coordinates with staff of the Dean's Office to assure that the meeting minutes are distributed in advance of succeeding meetings, and that final approved versions of the minutes constitute, in combination with the official Agenda, an accurate record of the proceedings. Other duties include assisting as necessary with voting procedures. It is helpful for the Secretary to be broadly acquainted with faculty colleagues.

The General Education and Assessment Review Committee reviews proposals for General Education course designations. The committee, when necessary, provides feedback to proposers, requests revisions, or denies proposals. When the committee approves proposals, it forwards them to COI for inclusion in the consent agenda. The committee works with the Registrar to maintain accurate records of courses proposed, approved, and offered in each category. The committee seeks input from faculty consultants when the committee does not have sufficient expertise to review proposals in certain categories.

The Committee carries out assessment of learning outcomes for a subset of General Education categories each year. The committee works with the Director of Assessment and Program Review to design an appropriate multi-year cycle of assessment. The committee collects samples of student work in the chosen categories and reviews this work to assess how well the General Education program is meeting its learning outcome goals. The focus is on the assessment of the program rather than of individual courses, faculty, or students. The committee prepares annual reports summarizing its assessment findings, and it provides those reports to the Curriculum Executive Committee, the Office of the Dean of the Faculty, and the Assessment Committee,

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The Committee is composed of the following members: seven faculty members appointed by the FEC, with attention paid to expertise in General Education categories being assessed in the next cycle; one faculty member of the CEC, who acts as a liaison between the two committees; the Director of Academic Programs (ex officio); the Director of the Writing Center (ex officio); the Director of Assessment and Program Review (ex officio); the Associate Dean of the Faculty (ex officio); the Dean of the College (ex officio); and three students elected by the Student Government Association.

For the seven appointed faculty members, this serves as their campus committee assignment. The review of course proposals is carried out by the appointed faculty and student members of

committees and offices.

The Health Professions Advisory Committee oversees the academic programs related to the health professions and informs interested students about current developments in the field. As the emphases and requirements of graduate programs change, the Committee encourages

By federal law an Institutional Review Board must have at least five members, and these persons may not all be of the same gender. The Colorado College IRB consists of two faculty members, at least one of them from an academic discipline that routinely conducts human subject research; one exempt or non-exempt staff member who is unfamiliar with human subject research; one person with human subject research expertise who is not associated with Colorado College; and the Director of Assessment and Program Review, who serves as permanent chair of the IRB. The faculty and staff members serve two-year terms. The IRB chair solicits expert advice from persons outside the IRB as required by particular cases.

Potential IRB members, both staff and faculty, must be willing to complete a brief on-line training session on the ethics of human subject research (the Human Subject Assurance Training on the United States Health and Human Services Office for Human Research Protections Web site) by the second meeting of their first year on the IRB.

The Global Education Committee formulates and recommends to the faculty and administration policies and guidelines regarding various aspects of study away programs such as the creation, scheduling and requirements for faculty-led study away programming, as well as the review and approval of all new faculty-led semester and half-semester offerings. It will review and make recommendations for procedure changes within the field of study away related to the goals of the Antiracism Initiative and ongoing efforts to improve student access and equity, including proposals related to financial structuring of global education programs and financial aid support for student participants in CC-sponsored study away. It will also conduct regular reviews of procedures and policies governing the approved list of partnered semester programs, as well as additions or subtractions to that list proposed by the Center for Global Education and Field Study. It will develop and conduct a program feedback process for CC-led Block and Semester programs. Finally, it will review and make recommendations for exemption from, or reconsideration of, college policy related to study away. The Global Education Committee consists of three faculty members (when possible, includes one faculty member who has served as a leader of a block away and a faculty member who has served as a leader of a semester or half semester away); the Director of Global Education, who chairs the Committee; the Assistant Director of Global Education; Only the faculty members may vote on matters pertaining to academic credit.

The KRCC faculty liaison links KRCC and the wider National Public Radio network with the College's faculty, administration and students. In so doing the liaison also functions as an advocate for KRCC on campus, helping to extend the reach of the station, to clarify and explain its goals, and to integrate the station and its staff into campus life. Finally, KRCC's liaison assists in assuring the long-term sustainability of the station by assisting in KRCC's fundraising activities; such fundraising includes, but is not limited to, soliciting donations from alumni and friends of the college.



regular CCSGA meetings at least once per block and any special meetings between the CCSGA and administrators. They provide faculty perspective to CCSGA discussions regarding student



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Established in 1948 to promote personal responsibility and academic integrity, the Honor System is an essential part of life at Colorado College. Upon admission to the College, students commit themselves to comply with the requirements of the Honor System on all assignments completed for credit—tests, exams, papers, reports, and theses. Students are required to sign the Honor Code pledge on all written work to certify that they have received no unauthorized help on an assignment but have submitted their own work and have properly acknowledged the sources of information and ideas not their own.

Colorado College students administer the Honor System. Students elect the members of the Honor Council and are responsible for reporting suspected violations to a member of the Council. The Honor Council adjudicates cases of alleged violations and ensures that the Honor System constitution and a guide to source acknowledgement are made available to all students and faculty.

Two members of the faculty serve as advisor to the Honor Council, but all faculty members share responsibility for the continuing effectiveness of the Honor System. Faculty members are expected to explain to students how the Honor System applies in a given course, report possible violations to the Honor Council, and cooperate in Honor Council investigations and trials; and faculty are strongly urged to accept any Honor Council recommendation regarding the course grade for a student found guilty of a violation.

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The Registrar assigns course rooms for class meetings and laboratory sessions. Except when a morning and an afternoon class use the same room, each class has a course room reserved for its exclusive use. The Registrar may sometimes make a group of rooms available to a particular department, allowing the department to decide how to use them most efficiently.

Unless students have been otherwise notified, the first class of each Block meets at 9 A.M. in the assigned course room. The course instructor has the prerogative of changing the class meeting time for the rest of the Block.

In order to allow students to participate in adjunct courses and co-curricular and other leisure activities, classes should ordinarily be dismissed by 3 P.M., but under certain circumstances (field trips, for example) dismissal by 3 P.M. will not be feasible.

Students are expected to attend courses regularly and are responsible for course work whether present or not. Instructors will determine attendance requirements for their courses. In general, students who miss an examination or a paper deadline because of illness or personal emergency are allowed to take the exam or submit the paper later.

Attendance policies must allow each student one absence to support well-being without penalty, details, or documentation (beyond notifying the professor about their absence). When flexibility would put undue stress on other students and/or faculty, instructors may indicate that well-being absences on certain days (e.g., exams that cannot be taken at multiple times, field trips) as days on which missing class will adversely affect faculty.

Instructors should communicate such dates and their attendant grade consequences to students in advance. Instructors are not expected to reproduce class experiences for students who are absent. Syllabi may outline what steps students should take to prepare themselves to reengage with class upon their return.

Because continued absence from class may indicate that a student has left campus or is in serious difficulty, faculty members are responsible for informing the Dean of the College when a student has been absent for three consecutive class sessions. If the student returns to class and provides a satisfactory explanation of their absences, the instructor may decide to excuse them. If the student seems hesitant to explain the reasons for their absences, a faculty member may urge the student to make an appointment with the Dean of the College for conversation or counseling. If the Dean determines that the excessive absences have been due to legitimate extenuating circumstances such as illness or family emergency, the instructor may excuse those absences.

grades A through D (or No Credit); the P Track includes three options: S (Satisfactory),  
#k # V# V # u h u # #  
Catalog of Courses provides complete information regarding the full range of grades and  
the grade equivalents of CR, the numerical value of each grade (for purposes of  
computing grade-point average), and the meaning of each letter grade at Colorado  
College.



The College requires returning students to confer with their faculty advisor during all pre-registration periods, and the pre-registration process does not allow students to submit a course

request (see the registration instructions on the college website for more information). Registration instructions

are available at [www.colorado.edu/college/registrar](http://www.colorado.edu/college/registrar). Registration instructions are also available from the department chair (also confirmed by PIV).

Students must submit their registration request by the end of the week following the pre-registration period. Thereafter, students may change their course

modification, or forward it to the Committee on Instruction with comments or questions. After  
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