

PNCA Faculty Handbook AY 2025

This handbook outlines the major personnel policies and procedures of the Pacific Northwest College of Art Handbook faculty.

Section 1: Introduction to Willamette University & Pacific Northwest College of Art

1.1 University Mission Statement

Through nationally distinctive programs connecting liberal education to professional practice, Willamette University prepares graduates to turn knowledge into action and lead lives of achievement, contribution, and meaning.

1.2 PNCA Mission

Pacific Northwest College of Art prepares students for a life of creative practice.

1.3 PNCA's College-wide Learning Outcomes

- PNCA students will demonstrate expertise in their chosen discipline(s), through knowledge of the global, historic, multi-cultural context of the field, industry-standard technical making skills, and the use of methods and materials necessary to maintain a professional practice in one or more disciplines.
- PNCA students will convey complex information and original narratives through written, oral, visual and digital forms that reflect cultural inclusion and clear understanding of convention, form and audience.
- PNCA students will analyze their own creative work and that of others, formulate lines of critical inquiry, apply an equitable worldview and multiple ways of knowing to devise complex solutions using evidence and creative risk-taking.
- Students will evaluate, use, and create information and media in multiple formats and platforms and recognize ethical implications of information and media accuracy on personal creative practice and global citizenship.
- Students will use data and mathematics to engage with problems and create meaning.
- PNCA students will comprehend contemporary global social, civic and community issues, connect these issues to their professional practice, and demonstrate personal and professional skills to take meaningful action as a global citizen¹.
- Students will recognize elements of creative entrepreneurship and arts/design employment models and develop the knowledge, tools and applied practices necessary for resilient contemporary creative careers.

1.4 PNCA's commitment to Justice, Equity, Diversity & Inclusion

As a learning community, we value, respect, and appreciate differences—in gender, sexual orientation, religion, race, ethnicity, national origin, disability, class, and age. We strive to create a safe and supportive environment that is enriched by variety in voices, work, and perspectives.

¹ **UN Sustainability Goal Target 4.7 (as referenced by UNSDG and WU strategic plan)**

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

We know that we are a better community of learners and educators when we have space for a multiplicity of worldviews and experiences. Thus, diversity and inclusion at PNCA are crucial to our intellectual and aesthetic inquiry.

Guided by the principles of ethics and mutual respect, PNCA's policies and procedures strive to ensure equity and social justice within our community of students, educators, and staff. A platform for experimentation and expression in the arts, PNCA is also a laboratory for critical reflection and dialog that nurtures better, more informed, more critically engaged citizens while it educates emerging artists and designers. An important aspect of our curriculum is building an awareness of and critical culture around issues of power and privilege in order to decolonize our curriculum and our world.

Section 2: Personnel Policies & Procedures of PNCA

2.1 Policy of Academic Freedom and Responsibility

Willamette University has accepted both the letter and the spirit of the American Association of University Professors' 1940 Statement on Academic Freedom as given below.

- A. "Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution."
- B. Academic freedom does not give teachers unlimited freedom in the classroom. The 1940 AAUP statement on academic freedom includes the following: "Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matters which have no relation to their subject."
- C. "College or University teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution."
- D. Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relation. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course. Students should not be forced by the authority inherent in the instructional role to engage in partisan advocacy. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to the performance.

2.2 Statement of Professional and Ethical Responsibility

The achievement of the goals of Willamette University/PNCA is the responsibility of all those associated with the University - the trustees, the administration, the faculty, the students and the alumni. Each of these groups shares in this general responsibility, and each group has its own particular responsibility. The responsibility of faculty members is a dual one and involves a professional responsibility and an ethical responsibility. Professional responsibility is essentially the teaching of specific academic disciplines to students. Ethical responsibility involves the acceptance of and devotion to the maintenance of the highest possible standards of conduct within the classroom and an awareness of professional responsibility when appearing in public and outside the classroom. To fulfill these dual responsibilities, it is incumbent upon faculty members to strive for the highest standards of performance with respect to scholarship and individual behavior. In order to fulfill professional responsibility, the faculty member should:

- A. Teach their students according to the best scholarly standards of their discipline;
- B. Keep abreast of professional development in individual academic fields through necessary research, writing and making, graduate study, attendance at professional meetings and individual study;

- C. Constantly strive to revise and upgrade those courses for which the individual faculty member is responsible by integrating developments in their academic field with their teaching;
- D. Honor the principle of academic freedom by asserting its rights vigorously and at the same time accepting its duties and responsibilities, concurrent with the maintenance of an atmosphere of free inquiry in the classroom;
- E. See that they do not become involved in so many other activities or heavy teaching loads that they are unable to carry out their professional responsibility;
- F. Accept fairly the obligation of implementing, impartially, those regulatory decisions determined by a majority of the faculty in its authorized meetings.

In order to fulfill ethical responsibility, the faculty member should:

- A. Respect the fact that controversy may be the lifeblood of the classroom, but observe that all forms of controversy may not be appropriate or germane to all classrooms;
- B. Refrain from making the classroom a focal point for discussion of campus issues that have a minimal relevance to the academic discipline presented in the classroom;
- C. Refrain from using the classroom to launch or maintain personal attacks upon fellow University members;
- D. Abstain from derogatory criticisms of faculty colleagues in conversations with students; avoid personal prejudice regarding colleagues or disciplines in counseling or recommending courses of study to students;
- E. Avoid agitating students by enlisting them in identifiable personal matters or "causes" which are unrelated to professional activity and responsibility;
- F. Be aware of the fact that in speaking or writing publicly, one has a special responsibility to identify clearly, and otherwise distinguish, personal views and opinions from those of the University in order that such opinions not bring discredit or notoriety upon the University;
- G. Comply with all [Willamette University policies](#).

2.3 Faculty Statement of Purpose

The primary purpose of these policies and procedures is to maintain the best faculty obtainable. The policies and procedures by which this is to be accomplished should (1) help create an open and supportive atmosphere for the personal and professional growth of all its members; (2) enrich the teaching-learning processes; (3) enhance mutual confidence among faculty, students, administrators and trustees; (4) provide rational, fair, and defensible mechanisms for making decisions affecting the faculty governance; and (5) protect the academic freedom of all members of the faculty.

2.4 Definition of the PNCA Teaching Faculty

- A. The PNCA Faculty shall consist of teaching faculty members of the PNCA plus those administrators who are members of the faculty by virtue of the University Bylaws or who have been granted the privilege of voting membership of the PNCA Faculty upon recommendation of the President of the University.
- B. The term "full-time teaching faculty member" means a person with the academic rank of Assistant Professor, Associate Professor, or Professor who performs in accordance with a contract with the University on a full-time teaching basis during the academic year, as described in subsection C below. A "part-time teaching faculty member" is one having an appointment involving less than a full-time teaching basis during the academic year.

C. A full-time teaching appointment at PNCA normally involves the following responsibilities:

Teaching & Mentorship

- Teach the equivalent of 5, 3 credit courses per academic year. Low-Residency programs may calculate teaching equivalency based on the individual model, in coordination with the Dean.
- Develop and maintain active syllabi and equivalent course sites within Canvas in accordance with annual guidelines and timelines.
- Maintain at least 3 office hours per week.
- Mentor 2 students (BFA or MFA) annually and/or other student support assignments approved by the Dean (e.g. writing studio).
- Participate in thesis panels, present as guest artists in colleagues' classrooms, or other sharing of one's creative practice and expertise.
- Supervise Independent Studies.
- Participate in curriculum assessment and accreditation activities.
- Engage in anti-racist curriculum and pedagogy and ensure a class environment that is inclusive and equitable for all students.

Service to College & University

- Participate regularly in departmental and Dean's office meetings and planning activities including but not limited to: annual orientation, in-service & professional development days and annual strategic planning.
- Participate in student advising including portfolio review, transfer audits and coordinating with the Assistant Dean of Academic Success and Advising Specialist on activities, events related to advising and major declaration (all faculty, regardless of role, will have advising assignments).
- Cooperate with staff on student academic wellness and wellbeing including collaboration with Academic Success, Accessible Education, Health Education, International Office, Career Design, Student Affairs and Community Care & Inclusion staff. This includes active participation in the CARE case management process for students of concern.
- Participate in admissions and recruitment activities such as Admitted Students Day, National Portfolio Day and online or in-person family outreach sessions.
- Participate in annual commencement and annual new student orientation as requested.
- Participate in University service, such as serving on cross-university committees and University governance work (e.g. DEI, Sustainability).

Governance

- Participate in faculty governance through regular attendance of the Faculty Senate.
- Participate in annual Faculty Senate elections.
- Serve on committees of the Faculty Senate
- Participate in the Faculty Review Process.
- Serve on faculty hiring searches as requested.

Personal Creative Practice, Research & Scholarship

- Maintain an active public creative or research practice, contribute to their field through the creation of new bodies of work, applied scholarship, research or publication.
- Participate in national and global networks of scholarship, teaching and creative work within their chosen discipline.
- Participate in cross-university collaborations and projects aimed at amplifying creative scholarship and practice.

2.5 Types of Faculty Appointments

A. Full-Time, Continuing Appointments

Full time faculty members are understood as 12-month continuing, non-tenure track employees with variable FTE (i.e., some faculty members will have reduced hours of service during parts of the year, for example, during breaks in the academic calendar and in the summer months. New full-time CNTT faculty at PNCA will be hired at the Assistant Professor rank and step placement will be based on terminal degree, years of accumulated teaching at accredited college or university and, on some occasions, non-teaching industry experience. Experience in a relevant professional industry (e.g. work at a graphic design firm or animation studio) may be calculated at initial step placement. Three years of industry experience will be calculated as one year of teaching service to a maximum of 5 years (or 15 years of industry experience). Only relevant experience to the department will be calculated (e.g. work outside of the industry in which the faculty has been hired will not be calculated for step placement) and all calculations will be at the discretion of the Dean. Exceptions may be granted at time of hire for those who earned previous rank at an accredited 4-year institution. Achievement of advancement through the ranks requires an appropriate terminal degree. The definition of appropriate terminal degree will be made by the Dean in consultation with the department and will be consistent with national professional standards. In unusual cases, full-time continuing faculty will be hired without the appropriate terminal degree. These appointments will be made at the rank of Assistant Professor. CNTT Faculty are subject to the Faculty Peer Review system and are required to undergo review and rank change in order to advance within the Rank and Salary Index (See Appendix A). Faculty members holding continuing appointments receive renewable contracts, based on curricular demand and favorable reviews. They may be re-appointed indefinitely, but they are not eligible for tenure. These positions define the “full-time” teaching pool at PNCA.

B. Full-Time, Visiting Appointments (VAP).

Full-time visiting appointments are faculty positions made to meet a variety of needs including, but not limited to: curricular need, full-time faculty on leave or to fill positions vacated due to resignation, retirement, or death until the position is re-approved, and a full-time continuing replacement is hired. Visiting Faculty are generally appointed at the rank of Assistant Professor, step 1. In rare cases, where a faculty member has achieved rank at an accredited institution, Visiting Faculty may be appointed as Associate Professors, at step 4. Visiting Faculty may be appointed for one year, renewable up to three years at the discretion of the Dean. Visiting Faculty who are hired through the search process for a CNTT faculty position may have their Visiting years of service calculated towards step and rank, at the discretion of the Dean. Faculty members holding full-time visiting appointments receive one-year contracts renewable for no more than three consecutive years. At the discretion of the Dean, full-time visiting appointees may participate in the administrative affairs of the teaching department and/or College. They may be assigned to College committees or as academic advisors to students. The rank, salary and term of contract for visiting appointments shall be specified in the initial contract.

C. Part-time, Adjunct appointments.

Part-time appointments may be offered when the appointee is assigned less than a full-time teaching load during a given academic year. Part-time instructors may teach a maximum of 4 3-credit courses in an academic year. All part-time faculty are appointed at the rank of Assistant Adjunct Professor. The initial rank and salary for part-time faculty appointments will depend on past teaching experience and professional qualifications and be specified in the initial contract. Appointment is at the rank of adjunct assistant professor in rare cases associate professor if the adjunct has previously achieved rank at an accredited institution, the Dean's office decides rank upon initial appointment based on the adjunct step scale, step placement is determined by past teaching experience and professional qualifications and will be outlined and specified in the initial contract. Labor outside the boundaries of the teaching contract, such as administrative or faculty governance committees, department meetings, programmatic assessment work, mentoring thesis students, mentoring graduate students, and thesis research advising may be negotiated with the department chair based on a pay index from the Office of Dean. Renewal of these appointments are at the Dean's discretion, and there should not be an expectation of continuing employment beyond the appointment.

2.6 Administrative Appointments for Teaching Faculty Members.

- A. A teaching faculty member on a full-time, continuing appointment may accept temporary full-time or part-time administrative appointments without impairing the faculty rank.
- B. Faculty members may hold additional appointments when serving the University in capacities beyond full-time teaching.
- C. Special Appointments. When appropriate, persons may be given special appointments which involve change in teaching and administrative duties.
- D. Special appointments may be made in consultation with department leadership but are at the discretion of the Dean.
- E. Special appointments may be of several types:

Full-Time Special Appointments

A full-time, continuing appointment faculty member at PNCA may accept a full-time administrative appointment for a renewable period of up to two years and a maximum period of four consecutive years, based on strategic need and funding. The Dean will review and renew appointments annually and they are understood as temporary appointments, with assigned annual priorities at the discretion of the Dean. These appointments may include dean assignments including: Sr. Associate, Associate Dean or Assistant Dean, which may be appointed by the Dean, at their discretion. Any faculty member who is appointed via administrative assignment to a dean role, will retain their faculty rank and also may return to the teaching faculty if agreed upon by the Dean, Provost and President.

Part-Time Special Appointments

Continuing full time and adjunct faculty members may be asked to lead a project, program or special initiative by special appointment. Those assignments may be made at the discretion of the Dean and will be reviewed annually.

Administrators at Willamette may accept full-time teaching appointments at another college or university at the discretion of the President, the Provost, the Dean, and the department or program chair. Such appointments normally are limited to one or two semesters and do not earn credit toward sabbatical leave.

Department/Program Chair

Department Chairs shall be appointed by the Dean. Appointment to the chair position shall be specified in the annual contract. It is the responsibility of the Head or Chair to:

Curriculum Development, Curricular Review, and Discipline Visibility

- Review and update the core curriculum offered within the program.
- Maintain a vibrant and visible department that offers students connections to practitioners beyond PNCA. Methodology may vary based on discipline and student level, including activities such as the following examples: maintain lecture series, invite and host visiting creatives for studio visits, etc. In some cases this may be connected to credit-bearing activities, and in other cases this may be co-curricular.
- Update the Curriculum Committee and Registrar on changes within the curriculum and major/minors sequence.
- Work within University policies and deadlines for new program development.
- Coordinate annually with adjunct faculty on proposals for curriculum enhancement funds.
- Conduct regular assessment and learning outcome review for assessment and continuous improvement.

Course Scheduling

- Coordinate with Senior Associate Dean and Curriculum Specialist to plan and schedule courses annually.
- Meet internal deadlines for course submission and catalog updates as requested.
- Coordinate independent studies within the department.
- Collaborate with Community Education (CE) regarding scheduling of CE courses within the department.

Faculty Hiring & Development

- Identify and recruit adjunct faculty following University and College level policies and procedures.
- Coordinate with Senior Associate Dean to support new hire onboarding and departmental level orientation.
- Conduct regular departmental meetings with full and adjunct faculty.
- Lead faculty/supervisor review with CNTT faculty within the department.
- Review syllabi and course evaluations within the department and provide direct feedback to adjuncts as necessary.

Fiscal & Administrative Oversight

- Manage departmental budget and expenses.
- Manage P-card transactions and accounting.
- Coordinate departmental travel as necessary.
- Hire temporary workers, contractors and other vendors as necessary.
- Identify strategic operational and equipment/technology budget needs with the Dean.

Facility Oversight

- Maintain high-quality facilities appropriate for the medium, collaborating with relevant University partners and direct reports (if applicable).

Human Resources

- Coordinate hiring, supervision and management of staff and student workers within the department.
- Coordinate support of alumni and other volunteers within the department.

Student Support & Activities

- Lead advising strategy within the department and manage direct student advising load and assign advising to additional faculty in the department.
- Coordinate social and professional events, lectures, artist talks and activities within the department.
- Mentor students within the department and facilitate coordination of mentors and other industry partners as necessary for career or thesis support.

Leadership

- Meet regularly with the Dean and other members of the Deans' Office related to annual planning, strategy development, and personal continuous improvement.

Low Residency Chair Addendum

- Chairs of Low Residency Programs are required to teach within their own programs and teach 1 course annually in the full-residency program during the Fall or Spring semesters.
- Chairs of Low Residency programs are expected to participate fully in governance structures during Fall and Spring semesters. The Dean will work with Low Residency Chairs to determine ways of ensuring appropriate times for departures from campus responsibilities.
- Chairs of Low Residency programs may count some forms of fall / spring student review towards their overall mentorship requirement.
- Chairs of Low Residency programs manage the residency experience including studio assignments, studio visits, visiting artists, thesis exhibitions, and commencement with support from graduate school staff.
- Chairs of Low Residency programs hire and manage all visiting artists, curators and other temporary faculty or partners.
- Chairs of Low Residency programs identify and assign student mentors.
- Chairs of Low Residency programs coordinate all program logistics and promotion with Graduate School faculty and assigned staff.
- Chairs of Low Residency programs participate in recruitment.

- Chairs of Low Residency programs ensure new student cohort onboarding and orientation.

Emeriti Faculty

Emeritus status is a rank conferred by the Dean with endorsement from the Personnel and Rank Committee and Faculty Senate, with approval from the Provost and President. This category recognizes significant service rendered to the College in teaching, research, institutional service, and/or professional accomplishment.

2.7 Contract Terms

The precise terms and conditions of appointment, rank, specification of the period covered by the appointment, and salary, shall be stated in writing and shall be in possession of both the University and the appointee before an appointment is consummated. Within 10 business days after receipt of a contract, the faculty member shall either execute such contract or reject the same and return it to PNCA's Dean. Failure to execute and return such a contract within the 10-day period shall be deemed a rejection of it. The University will make every effort to notify faculty members of the terms and conditions of their renewal by no later than April 1. Resignations at the close of an academic year are requested to be provided by April 15, or the last due date for returning the Willamette contract for the following year, or otherwise at the soonest possible date for planning purposes.

2.8 Hiring for Full-time, CNTT Faculty

Sole authority to hire and retain faculty is vested in the President. This authority is customarily exercised through the Dean by procedures established to assure adequate consultation between the Dean, faculty, Provost/President and the Office of Human Resources. Full time, continuing appointments are generally made through a national search process; however, the Dean reserves the right to make hiring accommodations in response to unique circumstances.

The Dean will review with P&R Committee priorities for FT hiring including new position requests and backfill postings prior to annual submission to the Provost and President. Once approved to hire, the Dean will initiate the hiring process. In consultation with the P&R committee, the Dean will draft a job description, required qualifications and search timeline and appoint a search chair. In general, the search chair will come from within the hiring department. Conflicts of interest or other circumstances may dictate appointment of a chair outside of the department. Search committees will generally comprise at least three members of PNCA or other faculty bodies. The search chair may in consultation with the Dean choose to bring in outside representatives. The Dean will review the makeup of the committee and will approve any budget related impacts of the committee such as stipends for non-full time faculty members, prior to the initiation of the search. The search committee, will work with the guidance of the Office of Human Resources, is responsible and the Dean to conduct all aspects of the search, including advertising the position, evaluating applications, and establishing and conducting interviews. The committee is responsible for making final recommendations to the Dean. All hiring decisions rest with the Provost and President, who vests authority with the Dean.

2.9 Notification of Termination for Full-Time Continuing Faculty

1. A Full-time Faculty Continuing appointment may be terminated at any time for reasons such as insufficient curricular demand or unsatisfactory performance which may include failure to perform the duties of a faculty member as outlined in section 2.2, violation of University policy, or violation of local/state or federal law. The decision to terminate a Full-

time Faculty Continuing appointment will be made at the Dean's discretion, in consultation with the P&R Committee and the Provost.

2. The decision not to renew a full-time continuing faculty contract shall be communicated to the affected faculty member in writing by the Dean of the College. The Dean will provide the faculty member with a full summary of the evaluative materials if the recommendation is based on unsatisfactory performance. The faculty member may also request a meeting with the Dean to discuss the reasons for the decision. In the case of a nonrenewal for reasons of curricular demand, every effort will be made to give written notice that a Full-time Faculty Continuing appointment will not be renewed no later than April 1. Termination of an appointment for unsatisfactory performance may happen at any time, including during the term of an appointment.
3. Normally terminal contracts will be so designated at the time of issuance.

2.10 Notification of Termination for Part-Time Faculty and Full-Time Visiting Appointments.

1. A Part-time or Full-time Faculty Visiting appointment may be terminated at any time for reasons such as insufficient curricular demand or unsatisfactory performance, which may include failure to perform the duties of a faculty member as outlined in section 2.2, violation of University policy, or violation of local/state or federal law. The decision to terminate a Full-time Faculty Continuing appointment will be made at the Dean's discretion, in consultation with the P&R Committee.
2. The decision not to renew a Full-time Temporary Faculty contract shall be communicated to the affected faculty member in writing by the Dean of the College. The Dean will provide the faculty member with a full summary of the evaluative materials if the recommendation is based on unsatisfactory performance. The faculty member may also request a meeting with the Dean to discuss the reasons for the decision.
4. In the case of nonrenewal for reasons of curricular demand, every effort will be made to give written notice no later than April 1. Termination of an appointment for unsatisfactory performance may happen at any time, including during the term of an appointment.
5. Normally terminal contracts will be so designated at the time of issuance.

2.11 Sabbatical Leave Policy

A. Definition. The purpose of the sabbatical leave is to encourage professional growth and intellectual enrichment, particularly as these qualities contribute to the faculty member's development as a teacher-scholar.

B. Policy. A full-time, continuing faculty member shall become eligible for a one year or a half-year sabbatical leave of absence for study, research, travel and/or professional advancement after the completion of six years of full-time, continuous employment at PNCA, during which time they did not take a sabbatical leave from PNCA. Requests for sabbatical leave may be made during the sixth year. Time on sabbatical or other leave does not count as time of employment in calculating eligibility for sabbatical leave.

C. Any 4/5th faculty that become Full-Time Employees (FTE) will have their past teaching service made applicable for sabbatical eligibility at the following rate: 5 classes in PNCA BFA or MFA programs per academic year equals 1 year of eligibility towards sabbatical. All 4/5th faculty will need to teach one full-time (FTE) year before eligibility.

D. All requests for sabbatical leave should be made to the Personnel and Rank Committee and reviewed by the Senate and are subject to the approval of the Dean and Provost, who shall consider any recommendations of the Personnel and Rank Committee of the Faculty Senate. Requests for Sabbatical must be made by September for leaves requested in the next academic year.

E. Sabbatical leave for the full year shall include continuation of salary at fifty percent (50%) of the normal rate, and sabbatical leave for the half year shall include continuation of salary at one hundred percent (100%) of the normal rate. Sabbatical leave for the half year requires full time teaching, or unpaid leave of absence, for at least one regular semester of the academic year in which the sabbatical leave is taken.

F. A person receiving a one-semester sabbatical normally shall not accept employment elsewhere. Faculty members submitting proposals that involve significant amounts of income must disclose that income in the sabbatical application and should consider applying for a leave of absence.

G. A condition of the sabbatical leave is that the faculty member is required to teach for the full year, full time, at PNCA upon returning from sabbatical.

H. A public presentation to the PNCA community on the substance and benefits of the sabbatical leave must be given in the semester following the instructor's return to the College.

I. Application Procedure

- Deadline. Requests for sabbatical leave may be filed with the Personnel and Rank Committee of the Faculty Senate by September 15 of the academic year preceding the year for which the leave is requested.
- Materials Due
 - Evidence that the employment requirements have been met, to include detail as to the specific years of full-time employment at PNCA and dates of previous sabbatical leaves;
 - A statement of intent about how sabbatical will impact professional development and creative work;
 - A statement regarding salary or other paid compensation expected by the instructor during the sabbatical leave, outside of salary from PNCA;
 - If appropriate, a statement of additional funding that would be necessary to carry on the project or projects in question, and an indication of the source of that funding, so that the financial feasibility of the project can be determined;
 - Instructor's proposals for the half academic year must include both fall and spring semester plans, i.e., fall semester sabbatical, spring semester full-time teaching at PNCA or leave of absence (or the reverse).
 - The P&R Committee can ask for a rewrite of the sabbatical application, should any

descriptions be difficult to understand.

- **Review & Decisions**

- The Personnel and Rank Committee shall forward its recommendations and justifications to the Dean and Provost. When more than one instructor is recommended for sabbatical leave in a given year, these recommendations must be prioritized;
- If, in a given academic year, there are numerous applicants approved by Personnel and Rank, the applicant who has gone longest since their last sabbatical shall take precedence over another whose last sabbatical was more recent. In the case of two applicants who have not ever taken sabbaticals, seniority at PNCA shall determine their order of priority. Seniority will be determined by years of full-time teaching PLUS accumulated FTE of part-time teaching at PNCA;
- Applicants whose sabbaticals are approved by the Personnel and Rank but not granted by the College based on priority will retain their place in the queue for sabbaticals in the following academic year. New successful applicants will be added to the end of the queue as their applications are approved;
- All approved projects shall be considered for sabbatical leave. A copy of the letter, project outline and Sabbatical Agreement must be signed and dated by the Dean and Provost before approval of the sabbatical leave is considered final. One copy of each of these signed documents is to be placed in the instructor's personnel file and one copy is to be forwarded to the Dean and Provost;
- In the event of denial of a sabbatical leave by the College Dean or Provost, a letter shall be sent detailing the reasons to the instructor, and to the Personnel and Rank Committee of the Faculty Senate.

2.12 Attendance

A. 2.12 Attendance

A. Emergency Class Cancellation: In the case of an Emergency Class Cancellation, the Faculty Member should notify their Chair, and if they do not have a Chair, the Dean. If the faculty member is able, they should notify their students via email and campus safety to have a sign placed on the classroom door.

B. Planned Absence: Planned absences must be managed in accordance with University Leave policies. In the case of a planned absence, the Faculty Member shall notify the Deans' office and Department Chair who will identify an appropriate substitute. Full time faculty may cover courses as part of their faculty commitment and service to school. In the event that a non-full faculty substitute is identified, they will be compensated, and the administrative process of substitutes will be managed by the Sr. Associate Dean and Academic Data Manager. Detailed substitute management policies and internal practices are posted annually in the Educators' Canvas portal. Also, in the case of a planned absence, with the Dean's approval faculty may trade with other faculty in order to maximize department and faculty development funds. Substitute expenses should be part of the budget submitted for absence owing to institutional development projects.

C. If there is a budget impact for any kind of absence, the Dean must authorize any additional expense before the Business Office can process the expenditure.

2.13 Leave of Absence Policy

- A. General. A faculty member requesting a leave of absence may be granted an unpaid leave for one semester or for one academic year. Requests in writing are given consideration contingent upon recommendation by the Department Chair, Dean, and Provost. Requests should be made at least one semester in advance of the requested leave.
- B. Purposes. The purposes for the leave will ordinarily include but are not limited to graduate work, research, service as a visiting professor at another institution, and government service.
- C. Duties and Rights.
- D. Procedure
 - Informing the University - Timing. The University has an interest in receiving prompt notice that a person will be on leave so appropriate arrangements can be made for replacement. Therefore, in the normal situation, the applicant for a leave will (a) promptly after applying to persons outside the University for a grant, visiting professorship, or the like, notify the University of intent to request a leave; (b) promptly after receiving the grant, visiting professorship or the like make written request for a leave; (c) not apply for a leave after the date when the applicant's teaching contract is due to be signed and returned to the University;
 - Informing the University - Method. The notification or request is made to the Department Chair who forwards it to the Dean;
 - Responsibility of Department Chair. The Department Chair shall forward to the Dean any notification of intent, and shall forward to the Dean any request for leave together with the Chair's recommendation;
 - Responsibility of Dean. The Dean shall review any request for leave, including the recommendation of the Department Chair, and shall refer both with a recommendation to the Faculty Senate. The Faculty Senate shall in turn make a recommendation to the Dean who will seek approval from the Provost and President.

Section 3: PNCA's Faculty Review System (FRS)

3.1 Evaluation Standards and Procedures: PNCA's Faculty Review System (FRS)

The Personnel & Rank Committee (P&R) keeps at the forefront the ongoing goal of improving students' experiences in and beyond the classroom. PNCA has a three-level Faculty Review System (FRS) that creates a mechanism for step and rank advancement based on merit amid an efficient practice of discussing pedagogy with the intention of continuous improvement in all areas of teaching—from preparation to the creation of an inclusive, equitable classroom to considerations of discipline-focused teaching methods and how these methods vary at different course levels.

The FRS functions around the habitual collection of multiple materials that, in conversation with the program chair and Dean, offers a multi-layered and constructive assessment of a faculty's teaching practice. The FRS also captures the essential activities faculty do beyond the

classroom—from their research and professional practices to academic service, advising, and mentoring students.

The criteria for advancement in rank—based on time and merit—reflects the work that we as faculty value most: innovation and excellence in teaching; academic service toward cooperatively building and adapting the dynamic programs that define our Institution; creative, scholarly, and/or professional practices within arts and design communities both large and small; and creating and sustaining a diverse, equitable, and inclusive learning environment for our students and community.

Faculty may pursue salary step increases, at time-based intervals (two years for Assistant Professors and three years for Associate Professors), through Level 2 and 3 Reviews. Reviews are based on merit and time.

A. Faculty Evaluation Process and Promotion Schedule

Process

In collaboration with program chairs and the Dean’s Office, faculty navigate the Promotion Schedule below. For a description of level requirements, see Faculty Review Materials and Level Requirements below.

All submission materials, once completed and/or updated, should be submitted, for tracking purposes, to both the Dean’s office and the Chair of the P&R Committee. In addition, the faculty member, in collaboration with their supervisor, is responsible for keeping all of their submission materials up to date and turning them into both the Dean’s office and the P&R Committee.

For Level 1 and 2 Reviews, faculty work in collaboration with their supervisors to collect materials and schedule reviews. Once the reviews are completed, supervisors report to the Dean’s office and the P&R Committee that the reviews have been completed.

When milestones for rank change are reached, it initiates a Level 3 review that includes reviews of Level 1 and Level 2 assessments by Supervisor and Dean.

For Level 3 Reviews, faculty works in collaboration with their supervisor, the Dean’s office, and the P&R Committee to schedule the review and submit materials to the P&R Committee at least two weeks prior to the scheduled review; if this deadline is not met, then the P&R Committee Chair will ask faculty and their supervisor to reschedule the review.

Faculty members who are eligible for rank change and do not initiate and undergo rank change will not be promoted to subsequent rank, and their salaries will remain at the ultimate step of the last rank achieved.

Schedule

- **Level 1** (Initial Probationary Review) occurs within 12 months, near the end of first academic year of service at the rank of Assistant Professor.

- **Level 2** (Standard Performance Review) Assistant Professors have Level 2 Reviews every 2 years and Associate & Full Professors have Level 2 Reviews every 3 years.
- **Level 3** (Rank Change Review) can occur at six years of employment at Assistant Professor and after six years of employment at Associate Professor and upon completion of previous review processes. Rank change applications can be submitted and reviewed during that 6th year for possible promotion beginning at the 7th year.

B. Faculty Review Materials and Level Requirements

Submission Materials

- **Letter of Intention: For Level 3 Rank Change Reviews only** (Letter that states specific intention for rank change and thoughtful rationale for rank change, including goals set and met since your last review, their various role in and contributions to PNCA (Academic Service), and how the submission materials can guide the P&R Committee, Dean, and Provost)
- **Peer Review** (To be completed after the first year of employment and then once every two years for Assistant Professors and once every three years for Associate and Full Professors, in concert with their Level 1-, 2-, and 3 Reviews, then submitted to the Dean's Office. Faculty are responsible for planning, executing, tracking, and making sure their completed peer reviews are delivered to the Dean's Office. The P&R Committee is responsible for assigning peer observers, and the faculty needs to notify the Chair of the P&R Committee to initiate this assignment.)
- **Self-Evaluation** (To be completed every year and submitted to the P&R Committee and the Dean's Office)
- **Supervisor Evaluation** (To be completed every year and submitted to the P&R Committee and the Dean's Office)
- **Course Syllabi** (Supplied by Faculty and on Record in Dean's Office)
- **Course Evaluations** (Submit all course evaluations since the faculty member's last review; in the case that this is the first review recorded, turn in course evaluations from past 2 academic years)
- **Resume/CV** (To be completed every year and submitted to the P&R Committee and the Dean's Office)
- **Samples of Student Work**
- **Pedagogy / Teaching Statement**
- **Submission of Research Materials** (This will vary between departments and faculty. The term Research Material is used here to align with other higher education practices and professional achievements, and may include: creative and scholarly publications, commissions, exhibitions, conference presentations, professional contracts, public humanities/community engagement, etc...)
- **Letters of Support** (From Supervisor, peer faculty, staff, students, and/or external stakeholders, e.g., colleagues and collaborations working at other institutions)

Materials for Level 1 Review

- Pedagogy/ Teaching Statement
- Peer Review

- Self-Evaluation
- Supervisor Evaluation
- Course Syllabi
- Course Evaluations
- CV

Materials for Level 2 Review

- Pedagogy/ Teaching Statement
- All Peer Reviews from Current Review Period
- Self-Evaluation
- Supervisor Evaluation
- Submission of Research Materials and Achievements (this will vary between departments and faculty)
- Letters of Support
- Course Syllabi
- Course Evaluations
- CV
- Prior Review Synopsis and Recommendations

Materials for Level 3 or Rank Change Review

- Letter of Intention
- Pedagogy/ Teaching Statement
- All Peer Reviews from Current Review Period
- Self-Evaluation
- Supervisor Evaluation
- Letters of support from both Chair/Head/Director and from one peer faculty of choice
- Other Letters of Support (from Students, Staff, or external stakeholders)
- Submission of Research Materials and Achievements (This will vary between departments and faculty)
- Course Syllabi
- Samples of Student Work
- Course Evaluations
- CV
- Prior Review Synopsis and Recommendations

C. Post Review Process (completed after all reviews and materials are submitted)

Upon successful completion of a review level, P&R notifies the Dean's Office when the review is finalized in Interfolio.

P&R only reviews Level 3 Rank Change Proposals. Direct Supervisors or approved reviewers are responsible for submitting Level 1 and Level 2 Reviews to the Dean's Office.

For Level 3 rank-change reviews, P&R writes a review synopsis and recommendations that might include concrete suggestions (updating curriculum, syllabus revision, reconsideration of pedagogy and practices) and various kinds of faculty development (e.g., workshops, training, CE credits, observing other faculty, and faculty mentorship) along with a timeline for completion. These recommendations are sent to the faculty's supervisor and the Dean's office.

If faculty are denied rank-change, P&R can recommend suggested timing of their next Level 3 Review along with suggestions that might help them prepare for this next review. Faculty can appeal P&R's decision to deny rank change by writing a Letter of Notice to P&R, PNCA's Dean, and the Provost, no longer than 250 words, explaining the rational basis for appealing the decision and further documentation and/or materials to be considered in a second review by the Provost. P&R will make the faculty member's original submission materials available to the Provost who will decide the appeal within 30 days. The Provost's decision is final.

Section 4: Faculty Structure and Governance

A. The Faculty Senate Purpose and Composition

Purpose

The Faculty Senate represents the interests of the faculty to the College and University administrations. It is the forum for discussion and analysis of any issues of interest and concern to the faculty. It is the agency through which the faculty formulates and recommends educational objectives, academic policies and standards, curricula, academic regulations, and personnel policies to the Dean, Provost, and President.

Composition and Committees

The Faculty President presides over the Senate and serves as faculty representative to any decision-making body in the College or University. The Faculty Senate shall be composed of nine voting faculty members:

- President of the Faculty Senate (elected);
- 8 at-large members (elected): six seats are for CNTT Faculty, and two seats are for Adjunct Faculty.

B. Faculty Governance Roles

Faculty Senate President Roles:

- Presides over the work of the Senate, coordinates the work of committee chairs, serves as the College faculty representative on various University committees, and works frequently with the Dean to elevate policy recommendations and concerns of the Senate and Faculty Senate;
- Meets regularly with the Dean to discuss faculty concerns;
- Sets the agenda for all Faculty Senate meetings in consultation with Committee Chairs;
- Presides over Faculty Senate meetings;
- Executes the Faculty Senate Comms Plan;
- Collaborates with Dean's office in appointing Committee Chairs and

- coordinating Committee membership annually;
- Coordinate workshops for the committee chairs on administrative methods linked to faculty governance.

Faculty Senator Roles:

- Stay informed—at local, regional, and national higher education levels—on Faculty Governance issues linked to the four Faculty Senate Committees;
- Hold formal and informal conversations with other CNTT, VAP, and Adjunct Faculty Members related to Faculty Governance issues and Faculty Senate business;
- Collaborate with other Faculty Senators in the writing and revision of proposals, recommendations, and letters in accordance with the Faculty Senate purpose statement;
- Discuss, analyze, and vote on proposals, recommendations, and letters in accordance with the Faculty Senate purpose statement;
- Collaborate with other Faculty Senate members on the organization of Faculty Senate documents and records and supports the execution of the Faculty Senate Comms Plan.

C. Faculty Senate Standing Committees

Members of the Curriculum Committee, Faculty Development Committee, and Diversity, Equity, and Inclusion Committee are appointed through a collaborative process, facilitated by the Faculty Senate President and Vice President, and members of the Personnel and Rank Committee are elected (see Section D).

One Adjunct Faculty representative serves on three of four Faculty Senate Committees:

Curriculum;

Faculty Development Committee;

Diversity Equity and Inclusion;

Service is voluntary and first come first serve; adjunct faculty interested in serving must write a letter of intention to the Faculty Senate President, stating why they are interested in serving, and the Faculty Senate President assigns the committee seats. To serve, Adjunct faculty must have worked at PNCA for at least three terms and be in good standing within their department and university. Adjunct faculty will be compensated for their work at an hourly rate set by Human Resources.

In May, the Faculty Senate Vice President sends out a survey to all FTE Continuing-Appointment Faculty asking for preferences around committee assignments for the following academic year. Then the Faculty Senate President and Vice President make a draft of appointed committee assignments that requires review and approval by the P&R Committee. Aside from preferences, other considerations include: representation from both graduate and undergraduate faculty; need for continuity of service from year to year; individual committee's membership definitions. The four committees are:

Curriculum Committee

The Committee reviews the College curricula in order to implement the long-range educational mission of the College. The Committee recommends to the Faculty Senate the introduction of new programs and changes in existing ones, including cross-college and non-degree academic programs. The Committee receives, studies, and makes recommendations about curricular changes proposed by departments. The Committee may also initiate proposals and receive proposals from interested individuals and from the Dean, but whenever possible shall refer such proposals to affected departments and seek recommendations before taking action. The Committee's goal is to achieve, by coordination, a suitable and rational balance of programs to meet the changing educational requirements of the students and market demands of the region.

Personnel & Rank Committee

This Committee looks after the professional welfare of the faculty and advises the Dean concerning retention and promotion of faculty, appointment of new faculty, sabbatical leaves, or other professional leaves. At the request of the Dean, the Committee evaluates and coordinates recommendations for faculty promotion. The Personnel and Rank Committee also advises the Dean on faculty evaluation and faculty review policies and procedures and may make recommendations to the Dean promotion.

Faculty Development Committee

This committee focuses this group specifically on Faculty Development concerns, including: reviewing requests for Faculty Development dollars; the creation of professional practice opportunities (workshops, symposia, panels) with the goal of pedagogical progress; collaborating with the Dean's office to plan, organize, and execute in-service (starting Spring Term 2023); helping orient new faculty through the creation of a faculty mentoring process.

Diversity Equity & Inclusion Committee

The DEI committee works in collaboration with the Dean's office and the Office of Student Life—which will include the student-led DEI committee—to implement the college's overall DEI mission and goals. This includes aligning (thus revising) the programmatic equity plans with the college's plan; developing strategies and processes that support the recruiting and retention of more BIPOC faculty; connecting with the student-led revamped DEI Committee; working with the Faculty Development Committee to offer development opportunities specifically tied to inclusive pedagogy and critical administration; working with Provost's Office to align with the Office of Student Life's DEI initiatives; working in collaboration with the library to collect a virtual DEI Reading Room for all PNCA community members; collaborating with the Office of Student Life and the Dean's Office to formulate communication strategies to external and internal stakeholders. This committee does not have a chair—the Faculty Senate President serves as administrator.

D. Election Calendar and Term Lengths and Limits

Faculty Senate President Elections

Elections for the Faculty Senate President are held every on even-numbered years between weeks 6 and 7 of the Spring semester. The elected faculty members will serve a two-year term beginning on June 1st after the election. Members of the Personnel and Rank Committee will select three to five candidates from eligible full-time faculty to be placed on the ballot for the Faculty President election. To be eligible to stand for election, candidates must have completed

at least 3 years of full-time equivalent faculty employment at PNCA, be a current member of the Faculty Senate, and have no active personnel or student investigations.

Faculty Senate Elections

Elections for the Faculty Senate are held every year between weeks 12 and 13 of the Spring semester after the Faculty Senate President has been chosen. All CNTT faculty must stand for election, and adjunct faculty may opt in to stand for election. The elected faculty members will serve a two-year term beginning on June 1st after the election, and they can't also serve as chairs of the three committees that have chairs. The term-limit for all members, including President, is two terms (four years).

The elections/membership are staggered:

Spring of even years: Faculty Senate President, three CNTT faculty seats, one Adjunct faculty seat.

Spring of odd years: three CNTT faculty seats, one Adjunct faculty seat.

Personnel and Rank Committee Elections

Elections for the Personnel and Rank Committee are held every year during weeks 14 and 15 of the Spring semester after the Faculty Senate President and Faculty Senators have been chosen. The elected members serve (staggered) two-year terms beginning on June 1st after the election. Faculty will be given at least three days and no more than seven days after the ballots have been sent out to vote. Outgoing members of the Personnel and Rank Committee can opt out of the election.

E. Faculty Election Procedures

The following Faculty positions are elected by the entire faculty: the Faculty Senate President, eight at-large members of the Faculty Senate, and the members of the Personnel and Rank Committee.

Opting Out / In

FTE Continuing-Appointment Faculty are required to stand for election to the Faculty Senate and the Personnel and Rank Committee. FTE Continuing-Appointment Faculty may opt out of these elections for one election round due to compelling extenuating circumstances; examples might include Family Medical Leave and excessive workload issues, e.g., already participating in special assignments (task forces, working groups, etc.). In the following academic (year) they must stand for election with all other eligible faculty. Outgoing members of the Personnel and Rank Committee can opt out of the election. Adjunct faculty who wish to stand for election must notify the Faculty Senate President two weeks prior to the election. To serve, Adjunct faculty must have worked at PNCA for at least three terms total (does not have to be consecutive), be in good standing within their department and the university.

Two weeks in advance of the first election (week 7 of Spring Term), the Faculty Senate President sends out an email with election dates and information about opting out / in. To opt out, a petition must be made to the Dean and the Faculty Senate President in advance of the election(s) (one week), and successful petitions will be limited to unusual short-term professional, personal, or institutional circumstances.

Ballots

The Dean's Office will provide a current (updated) list of full-time faculty to the Faculty Senate President for use in the election. Faculty who are on sabbatical when an election is held will be included on the all-faculty ballot as long as they will be present for the time when the position is to begin.

The ballots for the various elections will be sent out by email from the Faculty Senate President along with instructions for how to complete and turn in the ballot.

The electoral system used to choose the Faculty Senate President is *ranked choice*. Voters will rank their top three choices, and the ranks will be given weighted scores in the final count to determine the winner. The top ranked faculty member serves as Faculty Senate President.

The electoral system used to choose the seven at-large members of the Faculty Senate is (limited to) *approval voting*.

Voters will choose up to seven candidates that they want to serve as faculty senators.

The electoral system used to choose the members of the Personnel and Rank Committee is (limited to) *approval voting*. Voters will choose up to five candidates that they want to serve as their representative (if electing three) and up to four candidates that they want to serve as their representative (if electing two).

The electoral system used to choose the Adjunct faculty members is (limited to) *approval voting*. Voters will choose from the list of candidates who stand for election.

Names will appear on ballots in varying and somewhat random order so that position on the ballot changes from year-to-year and election to election.

The completed ballot will be submitted to the Faculty Senate Homeroom site (or equivalent public site) in the form of a drop box set up by the faculty senate president.

The completed ballots are stored in the Dean's Office. The Faculty Senate President, the chair of Personnel & Rank Committee, and a Faculty Senate member will collect and tally the ballots within a week of the deadline. The tally must be done twice to ensure accuracy and then matched with a count of total votes cast to ensure that all votes were tallied.

After the tally, the ballots as well as the signed tally are kept in an envelope in the Dean's Office for a period of at least five years. Any faculty member that wishes to may review the ballots to verify the accuracy of the election.

The Faculty Senate President will promptly send out an email to the Faculty and to the Dean announcing the results of the election.

F. Agenda & Meeting Management

The Senate President shall receive agenda items from faculty members and shall consult with the Dean regarding agenda items concerning college administration. The Faculty Senate shall meet

at least seven times per term. Special meetings may be called by the Senate President when needed. Notice of meetings shall be given in writing (via email) to all members at least five days before the meeting, whenever possible.

A Faculty Senate quorum is six members.

Business shall be conducted according to Robert's Rules of order.

Meeting minutes will be recorded by the Dean's Office Assistant or designee. The Faculty Senate President will disseminate minutes and will be custodian of all faculty reports and minutes. Agendas and minutes of all Senate meetings shall be published by the Faculty Senate President on the Faculty Senate Homeroom (or other public portal) page in a timely manner.

Amendment of the Faculty Senate Policies and Procedures in the Faculty Handbook
Faculty Senate policies and procedures may be amended and changed by vote of the Senate. The text or a brief description of an amendment must be entered in the minutes and placed on the agenda of the following monthly meeting. Passing an amendment of policies and procedures in the Handbook requires a two-thirds vote of the Senate. Recommendation for changes in policies and procedures may be initiated by faculty or the Dean. Any changes voted on by the Faculty Senate must then go to the Dean, Provost, and President for approvals.

G. Communications Plan

The Faculty Senate President is responsible for overseeing the Communications Plan. Faculty Senate will communicate to Faculty in these ways:

- Faculty Senate minutes made available to all PNCA Faculty;
- Any approved academic policies/standards and new and revised curricula are communicated to the entire faculty within 48 hours of approval;
- Any approved academic policies/standards and new and revised curricula are communicated to applicable stakeholders (e.g., Dean's office, the registrar's office, the office of the Provost, etc.);
- Faculty Senate President communicates goals of the Faculty Senate every term;
- Members report out to the Faculty Senate Committees on which they serve;
- Chair of Faculty Senate Committees update Faculty Senate once per term;
- Any member of the Faculty Senate can call an executive meeting session in which all Faculty are invited to attend.

H. Faculty Handbook Updates

After the last Faculty Senate meeting of the academic year, the Faculty Senate Vice President oversees the annual revision of the *Handbook* in accordance with all approved amendments for review and approval by the College Dean and the University Provost and President. After this approval, the current version of the Handbook will then be archived, and the updated version will serve as the handbook for the following year. The updated version will be ready by the beginning of the academic year.

Appendix A

1. Full Time Faculty Rank + Pay Index

Rank and Salary Scale			
Rank	Step	Years at step	Annual base pay
Assistant	1	1	60,000
		2	60,000
	2	1	61,800
		2	61,800
	3	1	63,600
		2+	63,600
Associate	4	1	68,400
		2	68,400
		3	68,400
	5	1	70,200
		2	70,200
		3	70,200
	6	1	72,000
		2	72,000
		3	72,000
	7	1	73,800
		2	73,800
		3+	73,800
Full	8	1	78,600
		2	78,600
		3	78,600
	9	1	80,400
		2	80,400
		3	80,400

	10	1	82,200
		2	82,200
		3	82,200
	11	1	84,000
		2	84,000
		3+	84,000

2. PNCA Part Time Adjunct Faculty Step Scale FY24:

Teaching points accumulated	Part Time
0-10	2,459.35
20-Nov	2,517.22
21-30	2,576.16
31-40	2,634.02
41-50	2,692.96
51-60	2,751.90
61-70	2,809.77
71-80	2,868.71
81-90	2,927.64
91-100	2,985.51
101-110	3,044.45
111-120	3,102.32
121-130	3,161.26
131-140	3,220.19
141-150	3,278.06
151-160	3,337.00