Changes to the Faculty Handbook, which appear in this document, were approved by the Faculty in 2013 and 2014 and adopted by the Illinois College Board of Trustees in 2014. This Handbook describes current policies and practices affecting faculty and academic affairs at Illinois College.
# Table of Contents

## Ch. I: About Illinois College

- Illinois College Mission, Vision, and Values 7
- The Illinois College Mission 7
- Affirmation of Community Responsibility 7
- The Illinois College Vision 8
- Illinois College Values 8

## Ch. II: Faculty Governance

- The Faculty 10
  - Faculty Responsibilities 10
    - Academics 10
    - Admissions 10
    - Athletics 10
    - Student Life 11
- Departments and Programs 11
- Department Chairs and Program Coordinators 11
- Departmental and Program Assessment 12
- Academic Divisions 12
- Interdisciplinary Programs 13
- Faculty Committees 13
  - Major Committees 14
    - Curriculum Review Committee (CRC) 14
    - Faculty Retention, Tenure, and Promotion Committee (RTP) 14
    - Faculty Senate 14
    - Teacher Preparation Committee (TPC) 14
  - Other Faculty Committees 15
    - Admissions Committee 15
    - Athletics Committee 15
    - Convocation Committee 15
    - Educational Policies Committee (EPC) 15
    - Faculty Assessment Committee 15
    - Institutional Review Board (IRB) 15
    - Resource Advisory Committee (RAC) 15
    - Student Life Committee 16
    - Study Abroad/BreakAways Committee 16
- All-College Committees on which Faculty Serve 16
  - Benefits Committee 16
  - Budget Committee 16
  - College Assessment/Institutional Report Committee 16
  - Early Intervention Group 16
- Limited Committee Service by New Faculty 17
- Committee Service for Faculty with Exceptional Service Responsibilities 17
- Election or Appointment to Committees 17
Faculty Meetings
The Faculty Secretary
Special Meetings of the Faculty

Ch. III. The Board of Trustees and Administration

The Board of Trustees
The President
The President’s Cabinet
Vice President for Academic Affairs/Dean of the College
Vice President for Development and Alumni Relations
Vice President for Business Affairs
Vice President for Enrollment Management and College Marketing
Vice President for Student Affairs/Dean of Students

The Division of Academic Affairs
Associate Dean
Registrar
Library Director

Flow Chart – Academic Affairs

Ch. IV: Rights and Responsibilities of All Faculty

Academic Freedom
Professional Ethics
Teaching Responsibilities
Standard Teaching Assignments
Teaching Load: Special Cases
Credit Hour Definition
Class Meetings
Office Hours
Course Syllabus
Intellectual Integrity
Attendance Policy and Excused Absences
Students with Special Needs
Research on Live Subjects
Mid-Term Grades
Student Course Evaluations
Student Evaluation of Advising
Final Examinations
Final Grades
Incomplete Grades
Changes of Grades

Academic Advising
Advising Assignments
Other Responsibilities
Contact Information
Ch. V: Expectations of Faculty

Excellent Teaching 31
Scholarly and Professional Achievement 31
Service to the College, Profession, and Community 32
Reporting Professional Activities 33

Ch. VI: Faculty Evaluation and Review

Faculty Evaluation 34
Student Course Evaluations 34
Student Evaluation of Advising 34
Self-Assessment 34
Evaluations by Department Chairs 34
Evaluations of Department Chairs 35
Evaluation by the Dean 35
Formal Reviews for Retention, Promotion, and Tenure 35
Tenure-Track Faculty 35
Non-Tenure-Track Faculty 35
Librarians 36
Promotion in Rank 36
Timeline for Formal Reviews 36
Portfolios 36
Information about the Candidates 36
Procedure for Review by the Faculty Retention, Tenure, and Promotion Committee 37
The Faculty Retention, Tenure, and Promotion Committee’s Recommendation 37
Separate Recommendation from the Dean 38
Appeal Process 38

Ch. VII: Appointments and Status

Full-time Faculty 39
Candidate Searches 39
Tenure and Tenure-Track Appointments 40
Non-Tenure-Track (continuing) Appointments 41
Limited Term (terminal) Appointments 41
Conversion to Tenure-Track Appointments 41
Academic Professionals 41
Part-time Instructors 42

Ch. VIII: Contracts, Retirements, and Dismissals

Full-time Faculty Contracts 43
Summers 43
Part-time Faculty Contracts 43
Resignation or Retirement 43
Notification of Non-reappointment 44
Dismissal 44

Ch. IX: Salary and Benefits 46

Salary for Full-time Faculty 46
Compensation for Extra Responsibilities 46
Salary, Benefits, and Responsibilities for Part-time Faculty 47
Benefits for All Eligible Employees of Illinois College 47
  Disability Insurance 48
  Drug and Alcohol Abuse Program 48
  Employee Assistance Program 48
  Life Insurance 48
  Medical Insurance 48
  Vision and Dental Insurance 48
  Retirement 49
  Flexible Spending Plans 49
  Tuition Exchange 49
  Tuition Remission 49
Unpaid Family and Medical Leave of Absence Policy 49
(Family and Medical Leave Act of 1993 and Illinois Family Military Leave Act)
  Policy 49
  Eligibility 50
  Duration 50
  Leave Conditions 50
  Documentation 52
  Use of Accrued Leave Time 53
  Reinstatement After Leave 53
  Return to Work Examinations 53
  Periodic Notification During Leave 53
  Benefit Continuation During Leave 54
Benefits Exclusively for Faculty 54
  Paid Family and Medical Leave Policy 54
  Birth or Adoption 54
  Short-term Medical Leave 55
Resources for Course Enrichment 56
Resources to Support Faculty Development 56
Reimbursement for Travel for Research or Professional Meetings 57
Reimbursement for Professional Presentations and Significant Roles at Professional Meetings 57
Professional Development Expenses 57
Prizes and Grants 57
External Grants and Fellowships 58
Revising the Faculty Handbook 71
  Review of Handbook by the Faculty Senate 71
  Revisions Initiated by the Faculty 71
  Revisions Initiated by the President 71
  Revisions Initiated by the Board of Trustees 71
Faculty Discussion of Proposed Revisions 71
Final Approval and Implementation of Handbook Revisions 72

APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>Statement on Intellectual Integrity</td>
<td>73</td>
</tr>
<tr>
<td>Appendix B</td>
<td>Charter of the Faculty Senate</td>
<td>74</td>
</tr>
<tr>
<td>Appendix C</td>
<td>By-Laws of the Trustees of Illinois College</td>
<td>77</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Charter of the Illinois College Faculty Retention, Tenure, and Promotion Committee</td>
<td>91</td>
</tr>
<tr>
<td>Appendix E</td>
<td>Grievance Procedure</td>
<td>96</td>
</tr>
</tbody>
</table>
Chapter I: About Illinois College

ILLINOIS COLLEGE MISSION, VISION, AND VALUES

Illinois College is a private Phi Beta Kappa liberal arts college of 1050 students located in Jacksonville, Illinois. The College has historic ties with both the Presbyterian Church (U.S.A.) and the United Church of Christ. Founded in 1829, the College was the first in Illinois to grant degrees. It has held commencement exercises every year since 1835. The College became coeducational in 1903, when it merged with the Jacksonville Female Academy, the first women’s educational institution in Illinois and one of several institutions begun by the founders of the College. In 2004, the Board of Trustees endorsed the following mission statement for Illinois College:

THE ILLINOIS COLLEGE MISSION

True to its founding vision in 1829, Illinois College is a community committed to the highest standards of scholarship and integrity in the liberal arts. The College develops in its students qualities of mind and character needed for fulfilling lives of leadership and service.

(Illinois College Mission Statement, 2004)

In 2003, the faculty, staff, students, administration, and trustees of Illinois College voted their endorsement of the following affirmation:

AFFIRMATION OF COMMUNITY RESPONSIBILITY

Illinois College is committed to the development and welfare of every member of our community: students, faculty, staff, and administration.

To achieve the working and learning environment most conducive to everyone’s well-being and growth at the College, all members of the community must assume responsibility.

Individually and collectively, we should:

Pursue excellence in academic and co-curricular experiences, and in all activities which support the academic program;
Exhibit integrity in intellectual development;
Practice responsible and effective communication; and
Foster tolerance and respect in our community.

We affirm that we are all caretakers of our community and recognize that our individual responsibilities are essential for nurturing collaborative relationships, critical exploration, and global awareness in our community. A quality liberal education requires our commitment to excellence, integrity, responsibility, tolerance, and shared responsibility for the success of Illinois College.

In 2004, a strategic planning group led by President Axel D. Steuer presented the following vision statement to the Board of Trustees and the Illinois College community as a whole.
THE ILLINOIS COLLEGE VISION

“Within the coming decade, Illinois College will be widely recognized as one of the leading residential liberal arts colleges in the Midwest and will have acquired a national reputation for the high quality and innovative nature of its educational programs. The College’s enrollment will stabilize at 1,150 – 1,200 students by the Fall of 2009. A significant majority of those students will graduate from the College within four years, upon completing programs of study firmly rooted in the liberal arts. Illinois College will be a college of first choice for promising students from the Midwest and beyond who seek a liberal arts education that is especially relevant for the 21st century.

“The College will offer rigorous student-centered academic programs anchored in a cohesive general education program and complemented by a model co-curriculum. Guided by an assessment plan that will ensure the overall quality of these programs and the student learning opportunities they engender, the curriculum and co-curriculum of Illinois College will foster an academic and social environment marked by a pervasive sense of concern for the intellectual, moral, social, and spiritual development of its students. The campus culture will be enriched through a common effort to increase the geographic, ethnic, and racial diversity of faculty, staff, and students. In doing so, inter-cultural literacy will be furthered and, along with scientific literacy, will be explicit products of an Illinois College education. Drawing upon its heritage of educating leaders for public life, Illinois College graduates will be distinctive for their skills in written and oral communication and for their commitment to furthering the public good.

The College will affirm and model the moral purpose it serves in society and will place a special emphasis on education of character. It will make evident, both in its corporate and its individual expressions, a commitment to diversity and to the shared values of integrity, excellence, community, respect, service, and effective communication.

“From a position of growing fiscal strength, Illinois College will develop several highly regarded signature programs. The task of educating its students for fulfilling lives of leadership and service will be accomplished under the guidance of exceptionally prepared faculty and staff who hold students and themselves to the highest expectations. In turn, Illinois College faculty and staff will have the assurance of career-long institutional support for their personal and professional development. The College’s firm commitment to student learning, engagement, and personal growth will result in significantly heightened student aspirations and their access to the best graduate schools and professional programs after graduation.”

The strategic planning document went on to identify:

ILLINOIS COLLEGE VALUES

“Implicit in these Mission and Vision Statements and explicit in the Affirmation of Community Responsibility Statement are the core values that inform the College’s actions in carrying out its mission and in pursuing its vision.

“1. Community - Civility, mutual respect, cooperation, and a pervasive sense of concern for others mark the sense of community at Illinois College. Community is prized both as an end in itself and as the setting for personal growth.
“2. Integrity - Honesty, reliability, and conviction are marks of character that the College highly values. They are the source of trustworthiness without which leadership flounders. We will only be led by people we trust, and integrity evokes trust.

“3. Excellence - The distinctive heritage of Illinois College is one of commitment to excellence. In all the College does, a guiding question will be ‘Can it be done better?’ Our students deserve the best in programs, facilities, and services, and the College aspires for nothing less.

“4. Justice - From its beginning, Illinois College has sought to be a just community both in its internal dealings and its relations with the wider society. The College strives to educate its students for engaged lives as responsible citizens and seeks to model the moral attitudes and behaviors it expects from those students.

“5. Service - The College seeks to instill in its students an understanding that a life worth living is one that serves the common good. Our responsibility for the physical and social order demands an ethic of service. A liberating education is one that frees one to serve God and humankind and leads to the recognition that true leadership finds expression in service to others.

“6. Respect - Respect for others is the foundation of morality and reflects the conviction of a fundamental equality among all people. The self-respect that is essential for fulfillment exists in the affirmation of the inherent dignity of all sentient life.

“7. Openness - Personal development is contingent upon the ability to learn and to grow. Openness to differing perspectives and empathy for others forestalls intellectual and social stagnation and is a spark for creativity. Empathy for others is also essential for developing respect, pursuing justice, and building community.

“While not an exhaustive listing, these core values provide standards by which the College weighs its performance and informs its decision-making process. The affirmation of such values makes evident that higher education in general, and Illinois College in particular, are moral enterprises. The importance and success of these institutions are measured both by performance outcomes and by their character. We should ask of any college, ‘Does the institution embody and is it guided by core commitments and values; is it in fact a moral enterprise?’”
Chapter II: Faculty Governance

THE FACULTY

Illinois College is primarily a teaching institution of higher education. Excellent teaching and learning are the paramount concern of the College. Appointments to the faculty are made for the purpose of scholarly instruction.

The voting membership of the faculty shall consist of the president of the College, the academic deans, all members of the teaching faculty (as defined in Chapter VII), and librarians holding the rank of instructor or above and employed full time by the College.

Organizational structures and faculty governance procedures described in this chapter may be revised by faculty action at faculty meetings. Two readings of proposals for revisions are required for any such action.

Faculty Responsibilities

Faculty actions in respect to academics, admissions, and athletics must be consistent with the mission, vision, and values as expressed in Chapter I.

Academics: The faculty is responsible for the structure and content of the curriculum. Any changes in the curriculum must be approved by a faculty vote following a report from the Curriculum Review Committee (CRC) or the Educational Policies Committee (EPC).

The faculty is responsible for setting graduation requirements. Students are recommended for graduation by faculty action. The faculty acts on petitions from students regarding academic matters, unless authority in certain circumstances has been delegated to the dean.

Admissions: The faculty shall establish policies and standards for admission to the College. It shall entrust the execution of those policies and the maintenance of those standards to the vice president for enrollment and other administrative staff. Only with the advice and consent of the admissions committee may the vice president for enrollment offer admission to students not meeting the faculty’s standards. Such students shall enter the College on academic probation.

Athletics: The faculty, through the athletics committee, shall establish policies and standards for intercollegiate athletics at the College. It shall entrust the execution of policies and the maintenance of standards concerning intercollegiate athletics to a director of athletics and such other administrative staff as the president shall employ.

The faculty approves schedules for intercollegiate athletic competition. (As specified in the Illinois College Student Handbook, participation in officially scheduled intercollegiate athletic competitions may necessitate absence from class, but students are responsible for course work covered during their absence and for all other course requirements that may be affected by their absence.)
Student Life: The faculty, through the student life committee, shall advise the dean of students on fair and effective policies and standards for student conduct.

DEPARTMENTS AND PROGRAMS

Faculty members are attached to departments and/or interdisciplinary programs. Departments and interdisciplinary programs are expected to maintain up-to-date statements of the missions and purposes of their disciplines and to conduct annual assessments of student outcomes. The Office of the Dean shall transmit summaries with attendant data of department and interdisciplinary assessments to the Chair of the Board of Trustees and to the Chair of the Academic Affairs Committee of the Board of Trustees in a timely fashion.

Subject to the approval of the faculty, departments and programs establish requirements for students completing their majors and/or minors. They may revise those requirements and add or eliminate courses. Proposals for significant catalog changes go from departments to the division for review, and from there to CRC, which recommends for or against approval at a faculty meeting. Proposals for interdisciplinary programs must be reviewed by at least one division, prior to being submitted to the CRC, preferably the division that offers the most courses in the program or the one most affected by the proposed curricular changes.

Departments and programs have some discretion, in consultation with the dean and the registrar, regarding the numbering, titles, and catalog descriptions of specific courses. A department or program may offer different experimental courses, each for only one time, without formal faculty action.

DEPARTMENT CHAIRS AND PROGRAM COORDINATORS

Department chairs and program coordinators are typically tenured members of the faculty. They are appointed by the dean and assume responsibility for the upcoming fall and spring semesters on June 1 and January 1. Tenured members of the faculty should be willing to take their turns as department chairs from time to time, normally for three consecutive years.

Department chairs and program coordinators administer departments and programs in ways, which include the following:

a. scheduling courses and working with the registrar in a timely way
b. updating and correcting College Catalog descriptions of courses, majors, and minors
c. assigning advisors to students declaring majors or minors
d. assuring completion of majors by graduating seniors and making substitutions of requirements when needed (these must be reported to the Registrar)
e. taking the lead in departmental and programmatic assessment and reporting
f. preparing and overseeing department/program budgets and spending
g. planning future scheduling, staffing requirements, and curricular change
h. preparing and maintaining records and minutes of meetings
i. representing their departments and programs within and outside the College, at admissions events, and recruiting students
In concert with the dean, department chairs take the lead in candidate searches (see Chapter VII).

Department chairs evaluate members of their departments in terms of their teaching, academic advising, scholarship, and departmental service and provide summaries of those evaluations to the faculty member each January and to the dean by February 1. Department chairs should be ready to advise, mentor, and assist department members as needed.

Department chairs and program coordinators receive additional compensation for each semester of service in those roles. Contracts will be offered specifying that compensation.

DEPARTMENTAL AND PROGRAM ASSESSMENT

Department chairs and program coordinators are to evaluate student outcomes, prepare the annual assessment reports, which provide factual bases for curricular development, and update their assessment plans each year.

The Office of the Dean shall transmit copies of the evaluations, assessment reports and assessment plans to the Chair of the Board of Trustees and to the Chair of the Academic Affairs Committee of the Board of Trustees in a timely fashion.

Copies of assessment reports and updated assessment plans are to be submitted to the dean and to the chair of the assessment committee by June 1. (Detailed information on assessment procedures and timelines may be sought from the assessment committee or found on-line.)

The dean will request and consider written evaluations of department chairs by all members of the department before February 1 of each year.

ACADEMIC DIVISIONS

To facilitate faculty self-governance the departments of the College have been organized into academic divisions. Departments may house more than one discipline. Divisions may be restructured by faculty action. Individual librarians serve as full-fledged members of divisions to which the dean appoints them.

<table>
<thead>
<tr>
<th>Division I: Humanities &amp; Fine Arts</th>
<th>Division II: Natural Sciences</th>
<th>Division III: Social Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art</td>
<td>Biology</td>
<td>Economics</td>
</tr>
<tr>
<td>Communication &amp; Rhetorical Studies</td>
<td>Chemistry</td>
<td>Education</td>
</tr>
<tr>
<td>English</td>
<td>Computer Science</td>
<td>History &amp; Political Science</td>
</tr>
<tr>
<td>Modern Languages</td>
<td>Mathematics</td>
<td>Psychology</td>
</tr>
<tr>
<td>Music</td>
<td>Physics</td>
<td>Philosophy &amp; Religion</td>
</tr>
<tr>
<td>Theatre</td>
<td></td>
<td>Sociology</td>
</tr>
</tbody>
</table>

Each division annually elects a chair-elect who after one year shall become division chair. The chair-elect serves as division secretary and maintains division records and minutes. The division chair presides over division meetings and administers division business, including the elections of
division representatives to other committees. These two elected officers represent their division on the CRC. No division chair may serve consecutive terms.

Each division shall consider proposals for curriculum changes from departments in the division, and forward approved proposals to CRC for its consideration. Each division may originate proposals for interdisciplinary curriculum changes and forward such proposals to the CRC. Divisions elect representatives to certain committees.

The faculty may, by a majority vote at its meeting, remand a motion to the divisions or request divisional discussion of particular issues. Division chairs will report the results of discussion in the division, including any votes taken, at the next faculty meeting. A motion that is remanded to divisions will be taken up at the next faculty meeting as old business.

INTERDISCIPLINARY PROGRAMS

Because disciplines contributing to interdisciplinary programs typically come from more than one division, such programs do not belong to any one of the divisions, but are governed by a committee chaired by a program coordinator. Faculty members chairing or serving on coordinating committees for interdisciplinary programs and the coordinators of such programs are appointed for annual terms by the dean. The interdisciplinary programs at Illinois College currently are:

- Environmental Biology and Ecological Studies (major and minor)
- Gender and Women’s Studies (major and minor)
- International Studies (major and minor)
- Management and Organizational Leadership (major)

Although it advisable that curricular recommendations from interdisciplinary programs receive approval from all the divisions that offer courses in the program, it is required that the curricular recommendations get approval from at least one division prior to being submitted to the CRC, preferably the division that offers the most courses in the program or the one most affected by the curricular changes.

Interdisciplinary programs may be created, restructured, or eliminated by faculty action, based on appropriate assessment research and recommendations from the CRC.

FACULTY COMMITTEES

Much of the administrative work of the faculty is carried out through committees. Of the standing committees, some are elected by the faculty; the rest are appointed by the dean. The president and dean are ex-officio members of all faculty committees.

Committee chair responsibilities include calling meetings, setting an agenda before the meeting, and maintaining minutes for future committees and the College archives.

Faculty standing committees are created by faculty vote. The composition of these committees and their functions may be redefined by faculty vote. Committees may be dissolved, or their functions suspended, by faculty vote as well. Temporary committees may be created for specific short-term assignments on an ad hoc basis by the president, dean, or the faculty.
### Major Committees

**Curriculum Review Committee (CRC):** a committee composed of the chair and chair-elect of all three divisions and two students appointed by the student forum. Attending without vote are representatives from the offices of the academic dean and the registrar. The committee will choose one of its faculty members to serve as chair. The CRC evaluates curricular proposals, such as those to: alter the general education program; add, delete, or significantly change courses; revise majors or interdisciplinary programs; or change graduation requirements. It also reviews other curricular matters referred to the CRC by other committees or the faculty. The CRC may also initiate actions to address curricular concerns. The CRC transmits all curricular proposals to the faculty with recommendations for approval or disapproval by the Friday noon before the meeting in which the faculty action is to be taken. The faculty chair will report for the CRC at faculty meetings, and present CRC recommendations on student or faculty petitions for faculty action.

**Faculty Retention, Tenure, and Promotion Committee (RTP):** shall consist of six faculty and the Dean of the College. Three faculty shall hold the rank of full professor with tenure. Three faculty shall hold the rank of associate professor with tenure. One full professor and one associate professor will come from each of the three divisions. Each Division will present to the chair of the committee by the end of February a slate of two full and two associate professors who will stand for election by the entire faculty by March 31. Candidates receiving over 50% of the votes in their respective categories shall be elected. The chair and secretary of the committee are charged with carrying out this election. Each Faculty Retention, Tenure, and Promotion Committee member shall be elected for a staggered three-year term. Normally, if a faculty member goes on leave for a semester or longer, there will be a special election for a temporary replacement. Faculty will not normally serve on both the senate and the Retention, Tenure, and Promotion Committee. After completing a term of service, a faculty member normally cannot be re-elected until two years have passed. The Illinois College Faculty Retention, Tenure, and Promotion Committee solely conducts peer review evaluations regarding retention, tenure, and promotion of faculty. The committee makes recommendations to the President of the College.

**Faculty Senate:** an annually elected body composed of nine voting faculty members (three full professors, three associate professors, and three assistant professors or instructors) plus the dean and president ex officio. The primary responsibilities of the senate are to facilitate an annual faculty evaluation of the administration, advise the administration of the College wherever appropriate, including nominating faculty resource members to committees of the Board of Trustees, confer with any faculty member on matters of concern to that faculty member, and assist faculty members in their teaching and scholarly responsibilities. The faculty senate also acts upon faculty grievances according to the procedures established by the faculty, recommends actions on sabbatical proposals from eligible faculty, and reviews grant applications from students or faculty to support faculty-mentored student research. The advisory functions of the faculty senate are described in its charter (see Appendix).

**Teacher Preparation Committee (TPC):** the teacher education unit at Illinois College whose purpose is to oversee the College’s undergraduate teacher certification programs. Designed to be representative of all relevant constituencies involved in the preparation of professional educators, the TPC is composed of all full-time members of the education department, the secondary/K-12 program coordinators, the director of clinical experiences, the director of
the campus writing center, the academic director of IC Connections, diversity consultants, 
two members of the professional community, two students, and the academic and associate 
academic deans. It is chaired by a senior faculty member from outside the department of 
education appointed annually by the dean.

Other Faculty Committees

Admissions Committee: a committee composed of the associate director of admission, the dean, 
and four faculty members, one of whom serves as chair. This committee is responsible for 
guiding the College’s admission policies and procedures and reviewing application petitions.

Athletics Committee: a committee composed of the director of athletics and five faculty members 
appointed by the dean, one of whom serves as chair, and the two student NCAA SAAC 
representatives selected by the Student-Athlete Advisory Committee. This committee is 
responsible for developing and overseeing policy in the area of athletics, especially 
intercollegiate varsity sports.

Convocation Committee: a committee composed of six faculty members appointed by the dean 
and six students appointed by the student forum. Chaired by the associate dean, this 
committee is responsible for completing the calendar of convocation programs for the 
academic year. The committee assigns convocation credit to particular programs.

Educational Policies Committee (EPC): a committee composed of one representative elected 
from each division for staggered two year terms, one faculty member appointed by the dean 
for a two year term, and a student appointed by the Student Forum. Attending without vote 
are representatives from the offices of academic dean and registrar. Either the dean or the 
associate dean chairs EPC meetings. The EPC’s purposes are 1) to review petitions from 
students, faculty, departments, and divisions, and consider other matters of policy which 
may be referred to it by other committees or the faculty, and 2) to recommend educational 
policies to the faculty. The members of EPC advise the dean as a subcommittee on certain 
faculty grants and awards. In cases of potential conflict of interest, alternate representatives 
elected ad hoc by the divisions will serve in place of the members.

Faculty Assessment Committee: A committee whose functions are to 1) analyze, discuss, and 
respond to academic unit assessment reports and 2) provide leadership to the faculty 
concerning appropriate assessment. Its members include the dean of the college, as chair, 
the associate dean of the college, and two faculty members, one elected by the faculty as a 
whole and one appointed by the dean in consultation with the Dean’s Advisory Committee. 
The terms of the faculty members will be three years, staggered for continuity. No faculty 
member can serve more than two consecutive terms.

Institutional Review Board (IRB): (formerly the committee on the ethical treatment of subjects): 
a committee composed of four faculty members, one of whom serves as chair, one student, 
and two community members. It ensures the ethical treatment of live subjects in research 
and teaching by establishing guidelines, reviewing research and teaching plans, and 
monitoring research and teaching involving the use of live subjects (including humans).

Resource Advisory Committee (RAC): a committee composed of one representative from each 
division elected for staggered three-year terms and chaired by the third-year member, one at-
large faculty member elected by the three divisional representatives, one librarian, the 
College’s chief information officer, and one student member selected by student forum. It 
assists the library director in establishing library policy, advises the library director in 
allocating funds to the various departments, and examines issues dealing with the use and

15
development of campus technology in order to propose appropriate college policies for consideration by the faculty. The committee also reviews appeals regarding budgeted College funds used to assist faculty members in attending professional meetings or travel for research, and to provide for course enrichment, if the use of those funds is not initially authorized by the Dean of the College.

**Student Life Committee:** a committee composed of five faculty members appointed by the dean, one of whom serves as chair, five students appointed by the student forum, and the dean and assistant dean of students. It considers policy matters that relate to student co-curricular activities (including religious life on campus), student organizations, and student behavior.

**Study Abroad/BreakAways Committee:** a committee chaired by the director of study abroad/BreakAways and composed of one representative from each division elected for staggered three-year terms, and an at-large member elected annually by the three divisional representatives. It reviews policies for study abroad and BreakAways and judges applications and proposals from students and faculty.

**All-College Committees on which Faculty Serve**

**Benefits Committee:** an all-College committee to review employee benefits and benefit policies. It includes one faculty member elected from each academic rank to serve staggered three year terms.

**Budget Committee:** a committee composed of the President of the College, the Dean of the College, the Dean of Students, the Vice President for Business Affairs, the Vice President for Enrollment, Vice President for Institutional Advancement, the Assistant Vice President for Facilities, the Chief Information Officer, the Athletic Director, the Controller, and a Faculty member who is appointed by the Faculty Senate. The committee reviews the College’s operating budget and capital budget, makes recommendations for those budgets, and helps to promote transparency in the budget process.

**College Assessment/Institutional Report Committee:** A committee whose functions are to 1) craft the biannual two year Institutional Assessment Report from the yearly reports and 2) provide leadership to the campus community on appropriate assessment. Membership will include the President, as chair, each vice president, the director of institutional research, and the two faculty from the Faculty Assessment Committee. The Student Forum may appoint two student members. A support staff person provides word processing assistance.

**Early Intervention Group (EIG):** a committee whose primary purpose is increasing student academic success, with better retention following as a byproduct of that effort. Chaired by the Coordinator of Academic Advising, the group is composed of members that can contribute data and form individualized relationships with students, including senior administrators (Dean of the College, Dean of Students, Vice President for Enrollment, or other admission representative), the Associate Dean, the Registrar, a financial aid representative, at least one faculty member from each of the academic divisions, the Director of the Center for Academic Excellence, the International Student Advisor, both co-directors of IC Connections, and representatives from student affairs (Residence Life Director, Health Center Director, Counseling Center Director, Career Center Director) and athletics (generally 3-to-5 coaches). The Group focuses its initiatives and efforts on four areas: 1) early identification of at-risk students; 2) preemption or risk-reduction; 3) enhanced academic and first-year seminar support; and 4) early intervention (prior to midterm when possible).
Limited Committee Service by New Faculty

A faculty senate resolution adopted by the faculty in May 2003, and supported by the administration, states that: “To provide junior faculty (defined as those full-time faculty members in their first three years of service to the college) the time needed for initial preparation of their courses and establishment of substantive professional development/scholarship programs:

1. Beyond their departmental responsibilities, Junior Faculty members shall not normally serve on more than one appointed committee and one elected committee simultaneously.

2. After an appointment to a standing or ad hoc committee (e.g., Task Forces, Study Groups, Commissions, Working Groups, etc.) Junior Faculty members shall have the opportunity to decline further appointments and are generally encouraged to do so.

3. After election to a committee, Junior Faculty members may choose to remove their name from the ballots of subsequent elections or may decline subsequent nominations.

4. Junior Faculty members shall generally not be considered candidates for service as committee chair or secretary except in unavoidable circumstances.

5. If serving on two committees (one elected, one appointed) Junior Faculty members may decline to serve (or resign) as advisor/mentor to student organizations/groups if they so choose. In explaining their decision to the students, Junior Faculty members are encouraged to cite this resolution as the basis of their decision.”

Committee Service for Faculty with Exceptional Service Responsibilities

In cases in which a faculty member has agreed to participate in a major service responsibility to Illinois College which is outside of the normal responsibilities referenced in the Faculty Handbook, that faculty member may petition the Faculty Senate to have the faculty member’s name removed from the ballots for election to major committees. The Senate will then make a decision to approve or not to approve the request. Such requests should be submitted to the Senate by March 1. Normally, when a faculty member receives a course release or stipend for the major service, the Senate would not approve removing the faculty member’s name from the ballots.

Election or Appointment to Committees

In 2005, the policy restricting service on committees by junior faculty was extended so that individual faculty members will be excused from serving on more than one major committee if that is their wish. The procedure for election or appointment of faculty members to committees is as follows:

The dean will publish a list of faculty members already serving on major committees before ballots are prepared for elections to the next year’s RTP and faculty senate. Those already to serve on major committees may ask to have their names removed from ballots for the elections to the new RTP or senate, if they so wish.

Each Division will present to the chair of the Retention, Tenure, and Promotion Committee by the end of February a slate of two full and two associate professors who will stand for election to the RTP Committee. The entire faculty will vote on the entire slate by March 31. Candidates
receiving over 50% of the votes in their respective categories shall be elected. The chair and secretary of the committee are charged with carrying out this election.

The chair and secretary of the senate are charged with carrying out the election for the senate in each April.

Once the next year’s senators have been elected, the divisions will meet to elect new chair-elect (and new representatives to the CRC). They will then elect divisional representatives to the assessment committee, resource advisory committee, and study abroad/BreakAway committee, in that order.

Once elected or appointed to any major committee, a faculty member may decline to serve on another committee. If willing to serve on more than one committee, one may do so.

Following divisional elections, and any additional committee appointments made by the president or dean, the whole faculty will elect replacements to the benefits committee.

Once all elections have been concluded, faculty members may indicate to the dean their preferences regarding remaining appointed committees. The dean will distribute a list of the next year’s committee assignments at the final faculty meeting in May.

Ordinarily, committee membership changes on June 1, although organizational meetings or elections of officers (e.g., for the faculty senate) may take place in May.

FACULTY MEETINGS

The faculty meets to conduct official business at a time and place designated by the president of the College: (a) on Friday morning just before the opening of the First Semester; (b) on the first Mondays in October, November, December, February, March, April, and May, unless one of these dates interferes with a major religious holiday, in which case the meeting will be shifted to another Monday; and (c) on the Friday morning before commencement.

The College president chairs each faculty meeting. In the president’s absence, the dean will do so. A faculty secretary and a faculty parliamentarian are appointed annually by the president. Minutes of faculty meetings will be distributed to the faculty electronically. Written copies of faculty minutes will be archived in the offices of the president and the dean.

The president establishes the agenda for the faculty meeting after consultation with the dean, the faculty parliamentarian, and chairs of faculty committees. Any faculty member can add items to the agenda as new business by informing the dean’s office in writing by noon on the Wednesday before the meeting.

Faculty meetings will be conducted according to Robert’s Rules of Order. Unless there is a vote to suspend the rules, no new business shall come before a faculty meeting unless prior notice has been circulated in paper and/or electronic form by noon on Friday before the meeting.

Faculty meetings will not entertain new business after 90 minutes of business unless, by a simple majority of those present, the faculty votes to suspend the rules in order to do so.
Some items discussed at faculty meetings may be confidential in nature and should be treated as such.

The Faculty Secretary

The Faculty Secretary is appointed to a 3-year term by the President of the College. During this term the Faculty Secretary may remove his or her name from ballots for major committees. The responsibility of providing nominations for Faculty Secretary falls to the three academic divisions of the College, according to the sequential rotation of Division I, followed by Division II, followed by Division III. The chair of the nominating division shall provide the President with the names of at least two nominees from the division by March 1, and the President should make this appointment by March 15. These nominees must be aware of their nomination and be willing to serve as Faculty Secretary if appointed to this post by the President. These nominees should be tenured members of the faculty; in the event that this is not possible a request for an exception should be brought to the faculty for a vote. The principal duty of the Faculty Secretary is to record the minutes of the meetings of the faculty including attendance, actionable items, and a summary of discussion with attribution as appropriate, keeping in mind that these minutes are an historical record. In most instances, the Faculty Secretary will submit an initial draft of the minutes to the President of the College within two weeks of the occurrence of the meeting.

Special Meetings of the Faculty

The president may call special meetings of the faculty by written notice to all faculty members at least one week in advance of the meeting.

The president must call a special meeting within two weeks when the president receives written requests for such a meeting from at least ten current faculty members.

Specially called meetings may permit faculty votes on questions or not, depending on a majority vote at the start of a meeting.
Chapter III: The Board of Trustees and Administration

Illinois College is governed by a board of trustees and led by the president of the College. The five administrative divisions of the College are headed by vice presidents. Curricular matters are governed by the faculty. The faculty is organized by academic divisions, programs, and departments. Much of its work is done through committees.

The Board of Trustees:

Illinois College is governed according to the By-Laws of the Trustees of Illinois College (see Appendix). As stated in those By-Laws:

Illinois College is a co-educational institution of higher learning providing a four-year educational program leading to the baccalaureate degree. All property of the College is owned by and the affairs of the College are governed and administered by a corporation created by special act of the Legislature on February 19, 1835, and named “The Trustees of Illinois College.” The governance of the corporation and of the College is vested in the Board of Trustees.

The Board of Trustees shall have and exercise those corporate powers prescribed by law and permitted by these By-Laws and the Charter. Its ultimate authority is affirmed through its general, academic, and financial policy-making functions and its responsibility for the corporation's financial health and welfare. The Board of Trustees shall exercise ultimate institutional authority as set forth in these By-Laws and in such other policy documents as it deems to be appropriate. These By-Laws and other Board policy statements shall take precedence over all other institutional statements, documents, and policies.

THE PRESIDENT:

The president is the chief executive officer of the College and is responsible to the board for the effective functioning of the academic program and the proper conduct of the business affairs of the College. The president makes appointments to the faculty of Illinois College and decides the terms of those appointments. The president issues faculty contracts and recommends decisions on tenure and promotion to the ranks of associate professor and professor to the board of trustees.

The President’s Cabinet serves in an advisory capacity to the president. Its members are:

The Vice President for Academic Affairs/Dean of the College

The vice-president for academic affairs is the chief academic officer of the College and serves as dean of the college. In the absence of the president, the vice-president for academic affairs/dean (hereafter dean) serves as the chief executive officer. The dean communicates and cooperates administratively with department chairs and coordinators of programs and presides over faculty governance processes as needed. The duties of the dean include:

a. administration of the College’s academic policies and programs
b. assistance to the president in recruiting faculty and evaluating their performance
c. supervision of other functions and offices as the president of the College specifies

Vice President for Development and Alumni Relations

The vice president for development and alumni relations oversees fund raising at the College. The duties of this position include the supervision of the day to day operation of the advancement/alumni offices, the public relations office, the event services office, and working directly with the advancement/enrollment committee of the College’s board of trustees. In addition, the vice president for development and alumni relations works indirectly with the board of directors of the IC alumni association through the director of alumni activities. The vice president for development and alumni relations also directs and assists in the effort to increase the resources of the College through the annual fund programs, deferred gifts, foundation, government, and corporate contacts, and undertakes other activities, services, and contacts as requested by the president.

The Vice President for Business Affairs

The vice president for business affairs is the chief financial and business officer of the College and serves as business manager. Duties of the vice president for business affairs include keeping records of all financial transactions of the College, preparation of the annual budget, supervision of maintenance, repair, and improvement of the College physical plant. The vice president for business affairs is responsible for the purchase or rental of materials, supplies, and equipment of the College and all departments, the College’s food service contract, collection of student tuition and other charges, income from investments and gifts and grants to the College, and the deposit and credit of those in banks as directed by the business affairs committee of the board of trustees. The vice president for business affairs supervises other functions and officers as directed by the president.

The Vice President for Enrollment Management and College Marketing

The vice president for enrollment management and College marketing is the chief enrollment officer of the College and heads the admission office. That office is responsible for getting information about the College to prospective students, parents, and guidance counselors, facilitating recruitment activities, and evaluating academic credentials of prospective students. The admission staff organizes open house programs (both on and off-campus), conducts campus tours for prospective students and parents, maintains contact with prospective students through phone calls, letters and email, organizes the trustee scholarship programs, and represents the College with high school visits and ‘college day’ or ‘college night’ programs.

The Vice President for Student Affairs/Dean of Students

The vice president for student affairs oversees the division of student affairs and serves as the dean of students. Functional areas under the supervision of the VPSA include the career center, health services, religious life, residence life, security, student activities, the student work office, and Templeton Counseling Center. The vice president shall also foster and promote the literary societies. The mission of the division includes fostering student development and leadership by providing programming, guidance, and advising for student experiences outside the classroom, career exploration, and civic engagement.
The Division of Academic Affairs is headed by the academic dean and has three other principal officers:

**Associate Dean**

The associate dean oversees faculty advising, departmental operating and capital budgets, academic support, and special programs, including convocations and BreakAways. The associate dean serves as a link between faculty and students, and between the dean’s office and the offices of admissions, business affairs, financial aid, and student affairs. The associate dean acts on behalf of the dean as needed.

**Registrar**

The primary activity of the registrar’s office is the compilation and maintenance of a permanent academic record for each student enrolled at Illinois College — the courses taken, grades received, grade point averages, academic standing, and the classification and evaluation of transfer credit. Pre-scheduling, registration, change of registration, approval of transfer/summer work before it is taken and withdrawal from courses of the college are handled in this office. The registrar’s office also verifies the completion of graduation requirements, certifies enrollment for loan agencies and/or insurance companies, certifies good student status for those who qualify for good student discounts on automobile insurance, and prepares a variety of reports and/or listings for the college community as well as state and federal government agencies. The registrar sets each year’s academic calendar in consultation with the dean and schedules final examinations.

**Library Director**

The library director is responsible for administering all aspects of library service including collections, public and technical services and facilities. The director negotiates contracts for services and materials, supervises library employees, prepares budgets and represents the library to local, state, and national organizations.
Responsibilities of individual faculty members include teaching and advising, scholarship, and service (committee work, etc.). The faculty is organized by divisions, programs, and departments. The faculty is responsible for the structure and content of the curriculum and for setting graduation requirements.
Chapter IV: Rights and Responsibilities of All Faculty

ACADEMIC FREEDOM

The vision of the founders of Illinois College was that it would not be narrowly denominational or sectarian, but serve the common good. It was their belief that serving the common good depended upon the free search for truth and its free expression. This fundamental belief still guides the work of faculty at Illinois College.

All members of the Illinois College faculty shall enjoy and defend academic freedom, which involves both the rights and the responsibilities, which are outlined below.

Faculty members at Illinois College are invested with full freedom in their professional activity, subject to the adequate performance of their foremost duties, which are instructional, the requirements of the law, and the recognized standards of their profession.

Faculty members and other instructional staff at Illinois College are invested with full freedom as teachers, although they should avoid introducing controversial matter into their teaching which has no relevance to the subjects being discussed.

When Illinois College faculty members speak or write as individuals rather than as members of the faculty, they are free from institutional censorship or discipline. Because the public may judge their profession and Illinois College by their utterances, they should at all times strive to be accurate, and respect the opinions of others. They must make it clear that they do not speak for Illinois College.

PROFESSIONAL ETHICS

Faculty members at Illinois College have an ethical responsibility as academics and teachers that extends to their students, to their disciplines and the subjects they teach, and to the College.

All faculty members at Illinois College are expected to practice intellectual honesty, to support free inquiry by students and colleagues, and to avoid conflicts of interest that may restrict free inquiry. They are expected to acknowledge their own intellectual debts. They have an obligation to support intellectual integrity as an essential condition for the health of the College as an academic community and for the fulfillment of the College’s goals. They are not to tolerate any effort by a student to submit work that is not the student’s own to fulfill requirements either for completion of a course or for graduation form the College (see Appendices, “Statement on Intellectual Integrity” and “The Illinois College Academic Honor Code”).

Illinois College is committed to providing an education to all students without regard to their race, religion, gender, sexual orientation, non-disqualifying disability, or national origin. The College strives to help each student develop as a whole person and as a good citizen who is self-reliant, useful, tolerant, and responsible. Faculty members are expected to share that commitment, to contribute to the development of whole persons, and to model good citizenship.
Faculty members should understand the fundamental inequality of power and status in their relationship with students. Because of that fundamental inequality, any sexual relations, even consensual ones, between faculty members and students necessarily lead to suspicion that the person with the greater power and status may have violated standards of professional ethics and conduct. Illinois College expressly prohibits sexual misconduct, sexual assault, sexual abuse, and sexual harassment (see the All-College Policies Handbook for Illinois College policy on sexual harassment).

**TEACHING RESPONSIBILITIES**

College teaching as a learned profession combines a significant freedom for members of the faculty to teach their subjects as they judge best with an equally significant responsibility to ensure that their teaching serves the needs of their students, the goals of the institution, and the expectations of the academic profession.

All faculty are expected to be conscientious in their teaching, advising, and record-keeping, fair in their grading, and available to students on a predictable basis, including at least three scheduled office hours per week. Faculty should endeavor to make assignments and tests part of student learning, for example, by returning papers and tests in a timely fashion and providing feedback to help students learn from mistakes. Absence notices and grades are to be submitted punctually.

All faculty members and part-time instructors have the responsibility to keep up-to-date in their disciplines and to seek constantly to improve each course they offer. The expectations in the “Illinois College Student Bill of Rights” (See Blue Book) apply to all courses, instructors, and students at the College.

**Standard Teaching Assignments:** The standard teaching assignment at Illinois College is instruction for twelve credits each semester. The unit of credit is the semester hour.

A variation of one or two credits above or below twelve per semester will be considered to meet the standard teaching assignment, so long as such variations balance out over a period of one or two years.

**Teaching Load: Special Cases:**

In departments with varying credits per course (where some courses carry 1, 2, 4, or 5 semester hours credit), over a period of one or two years the instructional load in a single semester may vary by as much as 2 credit hours from the norm, but it is expected to balance out over time.

When, at the request of the Dean, a member of the Faculty teaches a course in addition to the standard teaching load, the faculty member will receive compensation, either as additional salary at part-time instructional rates or as release time in the future, and this will be specified by an additional contract. Whether to accept or decline an overload assignment is the faculty member’s option.

In some smaller departments, and in consultation with the dean, one’s instructional load may occasionally exceed 24 semester hours so that students may take courses needed to complete their majors in a timely way. Teaching such additional courses under those circumstances will constitute
an instructional overload. If fewer than six students are enrolled, the overload credit will be equal to the number of semester credits times the number of students divided by 6.

The Dean, in consultation with the faculty senate, shall maintain a method of determining semester hour equivalencies for special teaching situations. It may be possible under special circumstances for a faculty member to seek a course release in order to complete a research or creative project. A faculty member may propose in such a case to take a reduction in salary or to seek funding from an internal or external grant.

**Credit Hour Definition:** Illinois College expects instructors to comply with federally mandated minimum for a credit hour: for every hour of classroom or direct faculty instruction, students are expected to have two hours of out-of-class work assigned to them over the course of a 15-week semester.

**Class Meetings:** The instructor is expected to be present for all class meetings of each course. In cases of unforeseen absence, such as sickness, the instructor shall inform the department chair and the dean’s office, and in some cases campus security, as soon as possible, to assure that a timely notice can be given to students and/or posted in classrooms.

In cases of planned absences, such as attendance at a professional meeting, the instructor shall inform the department chair and dean in advance and make appropriate provision for class meetings or special assignments.

Except for very unusual circumstances, a faculty member should not be absent for more than three class days per semester.

**Office Hours:** Full-time faculty members are to be available in their offices for at least three publicly announced office hours per week. Office hours should be posted on or near the door to one’s office and listed in all syllabi.

**Course Syllabus:** During the first week of class, instructors will distribute a syllabus for each course which informs students in writing of course requirements, learning goals, the number and dates of principal examinations and assignments, policies on attendance and grading, and one’s office location and hours, phone numbers(s), and email address. Syllabi must also include the following statement about academic integrity:

*Academic integrity is a fundamental component of the mission of Illinois College. Academic integrity is the completion of course tasks with one’s own ideas and/or accurately acknowledging sources. Violations of academic integrity include plagiarism and all other forms of cheating.*

*If a professor encounters a violation of the Code of Integrity, he or she will contact the Academic Affairs Office. The instructor will then enact an appropriate punishment. If the student(s) does not agree with a punishment the student(s) may make an appeal to the Academic Integrity Judicial Board.*

A copy of the syllabus for each course is to be filed at the dean’s office no later than the tenth day of each semester the course is taught. (Another copy may be given to the reference librarian at Schewe to help prepare for assistance to students.) Syllabi and other materials may also be posted on-line.
Intellectual Integrity: The expectations in the “Statement on Intellectual Integrity” (See Appendix A) and the “Illinois College Code of Integrity” (see Section “D” of The Blue Book at http://www.ic.edu/studenthandbook) apply to all courses, instructors, and students at the College. Instructors are responsible for maintaining the integrity of tests, papers, and examinations. In-class tests and examinations should be proctored by the course instructor or, if the instructor must be absent, by an appropriate person.

When a professor encounters a student in violation of the Code of Integrity,
   a) The professor will contact the Office of Academic Affairs to determine whether this is the student’s first violation.
   b) The professor will then enact an appropriate punishment. When determining a punishment for a violation of the Academic Integrity Code, faculty should consider the importance of the assignment, the amount and significance of the violation, the student’s prior history of Academic Integrity Code violations, and other extenuating circumstances.
   c) The professor shall, within five class days, notify the student(s) and the Office of Academic Affairs via email of the offense, the punishment, and provide any documentation or evidence that led him or her (them) to suspect a violation of academic integrity. The professor should also make sure the student knows about the appeal process, either by describing it or by reference to The Blue Book.

Attendance Policy and Excused Absences: Faculty members are expected to keep track of class attendance on a regular basis and to report unusual absences of any student to the dean’s office as soon as a disturbing pattern of missing class comes to the instructor’s attention. This is not for the purpose of penalizing the student, but to alert the College that the student may be in difficulty and require attention.

Students are allowed to miss classes for activities officially approved by the College without being penalized by their instructors. Under normal circumstances, advance notice of such “excused absences” will come to instructors from the dean’s office (in case of illness, family emergency, etc.), the director of athletics (for games away from campus, etc.), or faculty or staff persons responsible for such activities as choir tours, field trips, etc., or from the students themselves who are observing major religious holidays (such as Rosh Hashanah, Yom Kippur, Passover, Eid al-Fitr, Eid al-Adha, Diwali, etc.). In case of dispute, the Educational Policies Committee (EPC) will adjudicate. Students are responsible for any work due at the time of their absence, and instructors may ask them to compensate for missed discussion in class by other work.

Faculty members may decide for themselves how to treat unexcused absences in determining grades for their courses.

Students with Special Needs: Faculty members must comply with requests from the Templeton Center regarding accommodating special needs students.

Research on Live Subjects: Faculty members must submit research proposals to the Institutional Review Board (formerly the ethical treatment committee) whenever they or their students want to embark on research involving animal or human subjects.

Mid-term Grades: Mid-term grades are due by the date published in the Academic Calendar for all students in classes in which they will earn a letter grade. Grades will be submitted electronically.
Student Course Evaluations: The dean provides course evaluation forms, which must be filled out by the students in each course (other than independent study, internships, or private lessons) during the last week of the semester and returned to the dean’s office for tabulation. The instructor is not to be in the room as the forms are filled out, and the forms are to be taken back to the dean’s office by a student without their being seen by the instructor. The instructors will receive back the forms within a few weeks after the grades are turned in.

Student Evaluation of Advising: The dean shall establish and administer opportunities for students to evaluate academic advising.

Final Examinations: Each course is to conclude with a final examination, which is given at the time assigned by the registrar and announced on the syllabus. When that is not practical, or when another method of final evaluation of students is preferred, that must be clearly stated on the course syllabus. The instructor must receive written permission from the dean to make exceptions from the syllabus in giving final exams.

Final Grades: At the end of each semester, instructors must assign grades to all students registered in their courses by the deadlines announced by the registrar. No grade should be awarded lightly. Students will be entitled to know the basis for the grades they receive.

Incomplete Grades: In rare cases of illness or emergency, students may be granted up to six weeks in the following semester to complete requirements for their courses. In such cases, faculty must request permission from the dean to grant a grade of “I” (Incomplete), and then sign learning contracts (on forms available from the dean’s office) with the students specifying how and when remaining course requirements will be completed. When the requirements are completed, instructors turn in the grades earned to the registrar. If students fail to fulfill the contract by the deadline, grades of “I” will automatically turn into “F”.

Changes of Grades: In cases of faculty member’s computational error, the instructor may petition the dean for a change of grade. The causes of the error in grade should be indicated in that petition.

ACADEMIC ADVISING

Advising students on their academic program is teaching in another form and one of the most important functions of a faculty member. All members of the faculty must take care to provide accurate and timely advice, not only to their advisees, to whom they owe a special obligation, but to other students as well. They are to help students develop and meet goals for their academic career at Illinois College and for their careers beyond college.

While the manner of advising will vary from one situation to the next, effective advising has at least two features in common:

1) A concern for the welfare of the student, and for the student’s steady and sufficient academic progress, undergirds the advising relationship. Faculty advisors have a responsibility to meet with all their advisees during the pre-registration period each semester to assist them in the selection of courses for the next semester, and to meet with them at other times to counsel them on such matters as dealing with academic difficulty and planning a multi-semester schedule that can lead to timely graduation.
2) Effective advising rests upon an accurate and thorough knowledge of the academic program of Illinois College as described in the College catalog, or as revised since the catalog’s printing. All faculty have an obligation to know College requirements for graduation and to observe them faithfully in the advice they give. Nonetheless, the final responsibility for selecting courses, including adding or dropping them during a semester and meeting college-wide and major requirements, rests with the individual student, not the student’s advisor.

3) Department chairs and program coordinators evaluate the advising of faculty in their respective departments and programs. As advising is a part of teaching, chairs and coordinators evaluate advising, both quality and quantity, in the yearly evaluations of their colleagues. In their efforts to evaluate colleagues’ success at advising, chairs and coordinators may include evidence from observations of group or individual advising session, formal interviews with a colleague’s advisees, data on the numbers of advisees, any data provided by the Office of the Dean of the College, and information provided by the colleague under evaluation.

**Advising Assignments**

All full-time members of the faculty are expected to serve as academic advisors, with the number of advisees per faculty member distributed as equitably as possible within departments and across the faculty as a whole.

New first year students typically will be advised by the instructors of their first year seminars (the academic component of IC Connections) until they declare their majors. New students not enrolled in a first year seminar will be assigned to a faculty advisor by the Office of the Dean of the College.

When a student declares a major or minor in a discipline, the chair of the department having responsibility for that discipline will assign the student an advisor. A student may change major or minor advisors with the consent of the new advisor and the department chair, or in some cases the Office of the Dean of the College.

Program coordinators ordinarily advise students majoring or minoring in interdisciplinary programs.

Persons newly appointed to the faculty normally will not have advisees during their first year of teaching at Illinois College.

**OTHER RESPONSIBILITIES**

Faculty members are expected to participate conscientiously in the work of their departments, programs, and divisions, and in their work on committees. Departmental and programmatic responsibilities include contributing to assessment efforts, submitting class schedules on time, attending meetings, searching for and hiring new faculty, and reviewing and updating the curriculum.
Faculty members are expected to represent their departments and programs at admission open houses and other College events as requested to do so.

CONTACT INFORMATION

All faculty members must give their current addresses and phone numbers to the dean’s office and to the business office. When away from their residences for more than a short period, they must let the dean’s office know how to reach them in the event of emergencies.
Chapter V: Expectations of Faculty

Illinois College expects excellent teaching, scholarly and professional achievement, and reasonable service from all members of its faculty. The College gives priority to teaching over scholarship and service combined. Although excellent teaching is the most important criterion, scholarly and professional achievement in the other two categories is also required. Initial hires are guided by the expectation that candidates will perform well in all three areas, and a positive overall assessment of individual performance in all three is a necessary condition for retention, tenure, and promotion.

Excellent Teaching

Expectations for teachers at Illinois College relate not only to course instruction, but to academic advising, the guidance of students, and serving as models for learning.

Excellence and effectiveness in course instruction depends on knowledge of one’s subject matter, ability to develop and implement courses that meet appropriate standards of excellence in instructional strategy and disciplinary content, ability to stimulate the intellectual development of students with varied abilities, and effective application of appropriate teaching and learning methods and materials.

Evidence of excellent teaching includes, but is not limited to, representative course syllabi, student evaluations, letters/recommendations from peer faculty, department chairs, and others who have visited the classes (including in some cases external reviewers), and written reflective statements by the instructor.

Development as a teacher may include revisions of course syllabi at both introductory and advanced levels, the development of facility in new and appropriate teaching methods, and attendance at teaching-related workshops.

Effective academic advising includes meeting with advisees on a predictable basis, demonstrating interest in student development, being knowledgeable about the programs and requirements of the College and its departments, post-graduate study as well as scholarship opportunities and honors, and offering appropriate guidance to students.

Scholarly and Professional Achievement

Scholarly and professional achievement requires broad knowledge of an academic discipline and specialized knowledge of fields within that discipline well suited to teaching undergraduate students. It requires substantive research or performance within one’s discipline, but also an understanding of the place of the discipline and its particular fields within the liberal arts.

Broad knowledge of the discipline may be demonstrated by regular attendance at scholarly meetings, workshops, and seminars, serving as a commentator at scholarly conferences, serving as a peer evaluator for conference program proposals, manuscripts for publication, grant proposals,
tenure, or national exams, serving on graduate school committees, completing creative works and giving public performances, and using skills drawn from one’s discipline as a consultant.

Scholarly and professional achievement in specialized fields within a discipline may be demonstrated by activities within an individual program of scholarly development that contribute to currency in those fields. These include appropriate reading or writing, scholarly publications, presenting papers at scholarly conferences, active participation in pertinent meetings, workshops, and seminars, completion of creative works, or service as a consultant in a specialized discipline.

Scholarly and professional achievement, in the form of substantive research or performance within one’s discipline, may be demonstrated by publishing the results of one’s scholarship, participating in professional conferences, mounting artistic exhibitions or giving musical performances, serving professional organizations as an officer, and attaining additional professional credentials or honors.

Evidence of an understanding of the place of a discipline within the liberal arts includes engagement with other liberal arts disciplines, attending interdisciplinary meetings, workshops, and seminars, scholarship integrating material from multiple disciplines, and contributing to courses outside of one’s discipline.

**Service to the College, Profession, and Community**

Illinois College depends upon its entire faculty’s commitment to the College’s objectives as expressed in the College’s mission documents (see Chapter I). Members of the faculty are expected to direct their work to the well-being of the College as a whole, as well as the purposes of their own departments or programs, their scholarship, and their teaching.

Faculty membership brings with it an obligation to participate actively in the life of the College. Members of the faculty are expected to participate in shared governance, work towards student recruitment and retention, and engage in activities that contribute to the intellectual and cultural life of the College and enhance its reputation.

Some aspects of College life and governance are the responsibility of all faculty members: (a) participating in faculty, divisional, and departmental meetings; (b) serving on elective or appointed committees; (c) processing with the faculty at commencement and at other ceremonial events; (d) supporting other College activities as possible. Those unable to attend any faculty meeting or any academic procession should contact the President’s office in advance to be excused.

Other activities differ significantly in the nature of the effort, or investment of time, or professional expertise involved and will be credited accordingly. These include such things as chairing departments and/or committees, bringing conferences to campus, building special programs, organizing series of performances or lectures, serving on ad hoc committees to address special concerns, participating regularly in activities to recruit or retain students, advising student groups or publications, and judging student competitions.

Off campus activities might include such things as giving community lectures, appearing in the media, serving on pertinent local boards and councils, and representing the College at conferences or other functions.
Reporting Professional Activities

Professional activities are to be reported on the professional activity form circulated at faculty meetings, included in one’s updated curriculum vitae, and reported in the annual self-assessment submitted to the Dean each January.
Chapter VI: Faculty Evaluation and Review

Faculty Evaluation

Illinois College faculty members are expected to assess their performance regularly and strive to improve it. Their performance is evaluated each semester by students taking their courses, and yearly by the chairpersons of their departments or coordinators of their programs and by the dean on a biannual basis. For retention, tenure, and promotion, one is formally reviewed and evaluated by the faculty retention, tenure, and promotion committee.

Student Course Evaluations

The dean administers opportunities for students to evaluate courses and other credit-bearing activities anonymously each semester. The dean seeks advice from the Dean’s Advisory Committee on the details of procedures. The results of these evaluations are provided to the individual evaluated, to the chair or coordinator of the department or program with which the course is associated, and to the dean. They are available to the Retention, Tenure, and Promotion Committee according to the policies stated in the Faculty Handbook for that Committee.

Student Evaluation of Advising

The dean shall establish and administer opportunities for students to evaluate academic advising.

Self-Assessment

Faculty members submit brief written self-assessments and updated curriculum vitae to the chair of the primary department or program in which the faculty member is appointed and the dean by January 10. In these self-assessments, faculty members are to reflect on their professional goals as well as list relevant achievements during the previous calendar year.

Evaluations by Department Chairs

Department chairs will conduct annual evaluations of the performance of all members appointed primarily to their department or program, including all part-time faculty, and summarize those evaluations on forms provided by the dean or in a letter. These evaluations are to assess the faculty members’ overall accomplishments in teaching, scholarly and professional development, and service. Chairs conduct these evaluations using the evidence of their daily work together with colleagues, self-assessments and CVs, course evaluations, and any advising evaluations. Department chairs and program coordinators will discuss their evaluations with all full-time department or program members every year in a face-to-face meeting before submitting them to the dean by February 1. Department chairs and program coordinators will meet face-to-face with ongoing part-time faculty if reasonably possible.

Every year, the dean of the college meets with each department chair and program coordinator for the chair or coordinator’s evaluation and for discussion of the chair or coordinator’s evaluation of her or his colleagues in the department or program.
Evaluations of Department Chairs

Each year, faculty evaluate the work of their department chair or program coordinator, as appropriate. These evaluations are confidential. At the time of the yearly evaluation meeting with each chair and coordinator, the dean provides a brief summary of colleagues’ evaluations of the chair’s work. The purpose of discussing these evaluations is to help chairs and coordinators carry out their responsibilities most effectively.

Evaluation by the Dean

The dean reviews each full-time faculty member in a face-to-face meeting every other year. Normally, the dean will conduct these meetings with half the faculty in any given year. After consultation with department chairs or program coordinators, and after reviewing a faculty member’s course evaluations, any advising evaluations, self-assessment, and possibly evaluation by the faculty retention, tenure, and promotion committee, the dean will interview full-time faculty members, normally in February. At this meeting, the dean will discuss with each individual an evaluation of strengths, and possibly challenges, regarding that individual’s work as a professor.

The only exceptions to the biannual evaluation meetings with the dean of the college are that part-time faculty and faculty hired as temporary replacements are evaluated every other year by the associate dean of the college.

All faculty members have the opportunity to schedule an individual meeting with the dean for purposes of evaluation or to discuss other topics.

FORMAL REVIEWS FOR RETENTION, PROMOTION, AND TENURE

Tenure-Track Faculty

Formal reviews for retention, promotion, and tenure begin in the fall semester of each tenure-track faculty member’s second year (by the faculty retention, tenure, and promotion committee, for retention); third year (by retention, tenure, and promotion committee, for retention); fifth year (by retention, tenure, and promotion committee, for retention, pre-promotion and pre-tenure); and sixth year (by retention, tenure, and promotion committee, for promotion to associate professor with tenure). Exceptions are possible in cases of previous experience. (See Chapter VII.)

Non-Tenure-Track Faculty

Full-time faculty members on continuing appointment without tenure are reviewed by the faculty retention, tenure, and promotion committee in the spring semester of the second year of their service, and alternate spring semesters every two years thereafter, unless coming under review for promotion.
Librarians

Each staff librarian is reviewed annually for retention and/or promotion by the library director and by the dean. The dean will request and review evaluations of the College librarian by all staff librarians each year by January 31. The dean shall conduct a yearly evaluation of the library director. Librarians are evaluated according to standards appropriate to their profession.

Promotion in Rank

A formal review is required for all full-time faculty members being considered for promotion above the rank of assistant professor. (See Chapter XI.)

TIMELINE FOR FORMAL REVIEWS

The dean will publish by April 15 a list of all faculty members eligible for formal reviews for retention, tenure, or promotion during the next academic year.

The chair of the faculty retention, tenure, and promotion committee will write letters by May 1 to all faculty members actually to be reviewed during the next year, advising them on the content and format of their portfolios (due by September 15) and any other relevant matters.

PORTFOLIOS

Each member of tenure-track faculty under review for retention, promotion, or tenure must furnish a portfolio to the office of the Dean of the College by September 15 of the year in which a review occurs. The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi. It must also include evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by colleagues; printed records of papers, performances, or exhibitions given; and publications.

Candidates are encouraged to include in their portfolios summaries of student evaluations of their courses and letters from peers who have observed them in the classroom as evidence of teaching excellence. Letters from colleagues and others may be included to document the candidate’s professional involvement and service.

Information About the Candidates

The dean will provide the retention, tenure, and promotion committee a fact sheet on each member of the faculty being reviewed by September 15. The fact sheet will include:

1) Highest degree earned, discipline, granting institution, and date
2) Academic service prior to Illinois College, ranks held, and dates
3) Academic service at Illinois College, ranks held, and dates
PROCEDURE FOR REVIEW BY THE FACULTY RETENTION, TENURE, AND PROMOTION COMMITTEE

Based on evidence from the portfolios, the retention, tenure, and promotion committee will candidly discuss the performance of each candidate being reviewed according to each of the following criteria:

1) Teaching excellence and continuing professional development as a teacher
2) Scholarly and professional achievement, and professional involvement and contribution
3) Service to Illinois College

In its discussion, the retention, tenure, and promotion committee will bear in mind that Illinois College is primarily a teaching institution, that appointments to its faculty are made foremost for the purpose of instruction, and that the paramount concern of the College is with excellent teaching and learning.

Following its discussion of each candidate under review, the retention, tenure, and promotion committee will decide upon its recommendation to the president, either for favorable action or for unfavorable action, using a vote by secret ballot. Members of the faculty retention, tenure, and promotion committee whose rank is not higher than the candidate's will be ineligible to vote on the promotion, but they may take part in the retention, tenure, and promotion committee's deliberations prior to any vote.

The Faculty Retention, Tenure, and Promotion Committee’s Recommendation

The chair of the faculty retention, tenure, and promotion committee will forward retention, tenure, and promotion committee’s recommendation to the candidate and president, by letter, as soon as possible after the conclusion of the retention, tenure, and promotion committee review.

In this letter, the retention, tenure, and promotion committee chair will report specific comments on the candidate’s superior, satisfactory, or deficient performance in teaching, scholarship, and service, without direct attribution to the source of the comments.

In this letter, in the event of a favorable recommendation, the chair of the retention, tenure, and promotion committee will report to the candidate and president only the favorable recommendation. No information about the number of positive votes, negative votes, or abstentions will be reported to anyone outside of the retention, tenure, and promotion committee in the event of a favorable recommendation.

In this letter, in the event of an unfavorable recommendation, the chair of the retention, tenure, and promotion committee will report to the candidate and president the unfavorable recommendation and the number of positive votes, negative votes, and abstentions during the final vote on this negative recommendation.
Separate Recommendation from the Dean

Normally, the Dean of the College votes as one of the members of the faculty retention, tenure, and promotion committee. Normally, the Dean of the College makes no separate recommendations to the president. If the Dean of the College chooses to make a separate recommendation to the president, the Dean of the College will inform the retention, tenure, and promotion committee of the intention to do so and provide the committee with a copy of the letter. The candidate receives the retention, tenure, and promotion committee’s recommendation. The dean will also meet with the candidate to discuss the separate recommendation.

This procedure applies to cases of retention, promotion, and tenure.

Appeals Process

Appeals of decisions made by the faculty retention, tenure, and promotion committee may be made to the Faculty Senate. See Appendix D.
Chapter VII: Appointments and Status

FULL-TIME FACULTY

Illinois College is an equal opportunity employer and makes appointments to its faculty without regard to race, religion, gender, sexual orientation, non-disqualifying disability, or national origin. The president issues all faculty contracts. The dean shall advise the president on recruitment and appointment of faculty members.

It is the practice of Illinois College to make most appointments to the faculty on a tenure-track basis. Exceptions include cases where the principal duties of a faculty member are substantially in areas other than teaching and advising, where the faculty member does not hold the highest degree expected for employment on a tenure-track basis, where individuals serve as temporary replacements because of sabbatical leaves or other absences, or where the College has not established a long-term staffing commitment either to the subject being taught or to an additional position in that subject.

Candidate Searches

In searches for new members of the faculty, the department chair and the department will consult with the dean to define the nature of the new position, to write the advertisement for the position, choose the publication(s) for the advertisement and when to run the advertisement.

The dean will appoint a search committee of at least four members, typically headed by the department chair and including at least one faculty member from outside the department. All department members will participate in the search process unless the dean and the faculty member have agreed otherwise.

The dean may consult with members of the faculty beyond the department in which the appointment is to be made. However, the number of faculty members outside the department invited by the dean to participate in the search process normally should not outnumber the number of department members involved.

The dean’s office will be responsible for placing advertisements, acknowledging and filing applications, and making travel and lodging arrangements for candidates visiting campus.

The search committee is responsible for making the selection of candidates for the short list. It is expected that there will normally be agreement between the department and the dean. In instances where there is disagreement, every effort should be made to arrive at consensus before the candidates are contacted. When agreement cannot be reached, the dean of the College shall decide the number of candidates to invite.

In cases of single vacancies, the number of candidates invited to interview on campus will normally be at least three. In cases of multiple vacancies, the dean and the members of the search committee will determine the optimum number of candidates invited to interview on campus.
The members of the search committee will normally have the opportunity to screen and interview candidates at a major convention (i.e., national, regional) of their discipline. All expenses will be covered by the College. The dean and search committee will determine the representatives to participate at such conventions.

The department chair is responsible for determining the final plan for each candidate’s interview schedule after consultation with all members of the department and the dean.

All candidates shall be interviewed by the president, the dean of the College, the chair and all other members of the department, and other members of the faculty and students.

All candidates will be expected to make a professional presentation (e.g. research talk, teaching a class, performance), which will be open to the campus community.

The committee will select and prioritize candidates to whom offers will be made. It is expected that in most instances the search committee’s choice and the dean’s choice will coincide. Should there be differences, every effort should be made to arrive at consensus before offers are extended to candidates. When agreement cannot be reached, the dean of the College shall decide.

In general, vacancies for the next academic year shall be advertised in the first semester, final candidates shall visit the College as early as possible in the second semester, and appointments shall be made as early as possible in the second semester. Faculty searches, interviews, and appointments should not normally occur in the summer. Whenever possible, visiting faculty job searches should occur during the academic year.

The president of the College, in consultation with the dean, makes all final decisions on new hires and salary.

**Tenure and Tenure-Track Appointments**

Ordinarily, only persons with terminal degrees from accredited universities will be eligible for tenure-track appointments. Only persons with terminal degrees from accredited universities will be eligible for tenure.

Persons with tenure-track appointments to the faculty receive an initial letter of appointment for one year. Annual letters of reappointment are issued each spring during the probationary period.

The length of the probationary period before a tenure review shall be stated in one’s initial letter of appointment. Normally, the probationary period is six years of full-time service to the College, so that one’s review for tenure takes place in the sixth year.

Persons who have taught previously on a full-time basis at the rank of assistant professor or higher at another accredited four-year college or university may receive full or partial credit for their prior experience, up to a maximum of three years, and be considered for tenure after their third, fourth, or fifth year of full-time tenure-track teaching at Illinois College.
A decision to accelerate the tenure timetable may be made jointly by the faculty member and the president at the time the tenure-track appointment is made and shall be reflected in the initial letter of appointment.

In cases not covered by the preceding paragraph, the dean shall consult with the faculty senate about reasons for possibly making the probationary period shorter than six years.

The probationary period of a tenure-track appointment to the faculty shall not last longer than six years. A member of the faculty on a tenure-track appointment who is denied tenure will not be reappointed beyond one academic year following denial.

**Non-Tenure-Track (continuing) Appointments**

Full-time continuing (renewable) appointments without tenure may be offered to individuals lacking terminal degrees, to administrative staff persons with part-time teaching responsibilities, such as librarians, or to those teaching courses for which the College’s future need is uncertain. Persons with continuing non-tenure-track appointments receive an initial letter of appointment for one year. Letters of reappointment are issued each spring for the subsequent year.

Full-time faculty members on continuing appointments without tenure are eligible to vote at faculty meetings, to march in academic processions, to serve on all faculty committees including the faculty senate, and to receive faculty development funds on the same basis as other members of the faculty. They are eligible for promotion in rank, but not for sabbatical leave.

**Limited Term (terminal) Appointments**

Visiting (terminal) appointments are offered those willing to serve as sabbatical replacements, in situations in which a tenure-track faculty member is expected to return to active faculty status following an extended absence, or when there is not enough time for a national search to fill faculty vacancies. Visiting faculty are eligible to vote at faculty meetings, to march in academic processions, and to receive faculty development funds on the same basis as other members of the faculty.

**Conversion to Tenure-Track Appointments**

A full-time non-tenure-track or visiting faculty member who is qualified for a tenure-track appointment may negotiate conversion to tenure-track status, or apply for an opening tenure-track position when there is a candidate search. Conversions to a tenure-track status are rare, but they may take place after consultation with the departments involved or as the result of a national candidate search in which the non-tenure-track or visiting faculty member participates on an equal basis with other candidates. The president will make that decision.

**ACADEMIC PROFESSIONALS**

Academic professionals are persons in primarily administrative or staff roles who hold academic qualifications, whose responsibilities contribute directly to the Illinois College curriculum, but whose principal responsibilities (50% or more) are not instructional. The president may designate an administrator or staff person as an academic professional when that seems appropriate.
Academic professionals shall hold academic rank (instructor, assistant professor, associate professor, professor) and may attend faculty meetings without vote, although they are not members of the faculty. Academic professionals may have advising responsibilities. They are eligible for occasional faculty professional development funding, but not for sabbatical leave.

An academic professional may teach courses, either regularly or occasionally, with the agreement of one’s administrative supervisor, the dean, and the chair of the department involved.

The terms and conditions of an academic professional appointment shall be specified in one’s contract.

The procedures for promotion in academic rank for academic professionals are specified in Chapter XI.

**PART-TIME INSTRUCTORS**

Although Illinois College is committed to providing a liberal arts education guided by full-time faculty, full-time appointments are not always feasible. When there are temporary needs for additional instruction, or when a subject is best taught by someone with specific professional experience, the College will employ part-time instructors.

Part-time instructors perform important services to Illinois College and therefore are highly valued members of the college community. They are held to the same instructional standards as full-time faculty. They are expected to be available to students outside of class at regularly scheduled times at least one half-hour weekly for each three hours of instruction and at other times by appointment. The College shall provide suitable space for such meetings.

Part-time instructors are eligible to vote at faculty meetings, if they are currently teaching a course of at least 3 credits, and to march in academic processions.

Normally, part-time instructors holding an earned doctorate or a terminal degree are appointed at the rank of assistant professor; those without terminal degrees are appointed at the rank of instructor. However, the president may make part-time appointments at the ranks of associate professor or professor, depending up on the candidate’s experience or qualifications.
Chapter VIII: Contracts, Retirements, Dismissals

FULL-TIME FACULTY CONTRACTS

Initial full-time faculty contracts are for one year, typically beginning on July 1, but always ending on June 30. In all cases where tenure has not been awarded, contracts are only for one year of employment.

Contracts renewing full-time employment of current faculty members for the next academic year are normally offered by March 31.

It is expected that Illinois College will be the sole employer of its full-time faculty members. Full-time faculty members undertaking employment apart from Illinois College during the academic year must have permission from the president or dean to do so.

Summers

Although faculty members receive annual contracts, ordinarily there are no demands on their time during the summer. However, such service as pre scheduling new students may be requested. One is compensated for such service with additional professional development funds in the fall.

Faculty members may be offered the opportunity to teach courses in the summer. Compensation shall be determined and reported by the President.

PART-TIME FACULTY CONTRACTS

Only a contract letter from the President shall constitute an offer of employment as a part-time instructor. Since part-time instruction at Illinois College is occasional by definition, all contracts for part-time instruction are terminal.

The President normally shall offer part-time instructional contracts on or before July 15 for the first semester and on or before December 15 for the second semester of each academic year. Although the president may from time to time offer part-time instructional contracts for a full academic year, such contracts shall also be occasional and terminal. Librarians teaching part-time are primarily administrative employees and do not receive faculty contracts.

The dean shall consult with department chairs before advising the president on part-time contracts.

A contract for part-time instruction may be canceled by the College at any time if enrollments do not justify offering a particular course.

RESIGNATION OR RETIREMENT

A full-time faculty member may retire effective at the end of either semester. Written notice of retirement should be given at the earliest opportunity, whenever possible by August 1 for
retirements taking effect at the end of the semester, and by February 1 for retirements taking effect at the end of the second semester.

Decisions by faculty members to renew their contracts for the following academic year must be communicated to the president no later than one month after the date of the letter offering reappointment.

Refusal to return a signed contract after one month will be taken as non-acceptance of the terms offered, and thus as resignation from one’s position at the College, effective July 1 of the current year.

The president will consider written requests for an extension of the one-month reply period, or for reconsideration of the offered terms of a contract renewal, if those requests are made before the one-month period has expired.

NOTIFICATION OF NON-REAPPOINTMENT

The president may allow the appointment of a faculty member who does not hold tenure to expire at the end of a contract year. A written notice of such non-reappointment will be given as follows:

a. For persons in their first year of service at Illinois College, by March 1 of that academic year
b. For persons in their second year of service at Illinois College, by December 31 of that academic year
c. For persons in their third or subsequent years of service at Illinois College, by August 1 before the final year of employment

Unless otherwise specified, every visiting appointment is a terminal appointment that expires at the end of a contract year.

DISMISSAL

Any member of the faculty, whether tenured or untenured, may be dismissed for adequate cause. Adequate cause includes 1) incompetence: a manifest failure to maintain professional standards of performance in teaching or scholarship; 2) neglect of duties: significant, persistent, and willful failure to carry out College work and responsibilities as outlined in this handbook; or 3) breach of ethics or standards of conduct: behavior that would evoke general condemnation from the academic community, including but not limited to, moral turpitude or sexual harassment.

Dismissal for adequate cause is an unusual and extreme measure, to be taken only when other efforts toward resolution of the cause for dismissal have been attempted and failed. The president will seek and consider the advice of the faculty retention, tenure, and promotion committee before acting to dismiss a full-time member of the faculty for adequate cause.

Any member of the faculty, whether tenured or untenured, may be dismissed because of financial exigency. Financial exigency is defined as a continuing financial crisis that threatens the long-term well-being of Illinois College as determined by the trustees of Illinois College.
Dismissal for financial exigency is an unusual and extreme measure, to be taken only when other efforts to deal with the financial exigency have been attempted and failed. The president will seek and consider the advice of the faculty senate and will consult the board of trustees before acting to dismiss a full-time member of the faculty for financial exigency.
Chapter IX: Salary and Benefits

SALARY FOR FULL-TIME FACULTY

Each full-time member of the faculty shall be paid an annual salary over twelve monthly pay periods. (Some exceptions may occur due to the timing of one’s initial contract.) The president establishes the salary of each member of the faculty. The dean shall advise the president on faculty salaries.

By September 1 of each year, the president shall make known to the faculty the mean, median, and standard deviation of current base salaries for all full-time faculty members, according to rank. The president shall also make known the salary ranges approved by the board of trustees and the number of salaries at each rank that are above those ranges and the number of salaries at each rank that are below those ranges.

Within the parameters of the coming year’s budget, salary adjustments from year to year shall reflect the following:

Cost-of-living: Within the authority granted to the president by the trustees of Illinois College, the president may determine a percentage adjustment to faculty salaries due to increases in the cost of living. Typically, COLA rates will be announced by 1 March. The president shall indicate any cost-of-living adjustment in the contract letter.

Merit: In consultation with the dean, the president may take into account evidence of one’s going beyond or falling short of the standards of excellent teaching, scholarly and professional achievement, and service expected of all Illinois College faculty (see Chapter V).

Promotion in rank: The salaries of all faculty members should fall within the salary ranges announced for their respective academic ranks.

Equity: An individual’s base pay should not deviate significantly from salary norms at the College for reasons not due to evaluations of one’s performance or one’s length of service.

COMPENSATION FOR EXTRA RESPONSIBILITIES

Under exceptional circumstances, faculty members may be asked to assume extra teaching or administrative responsibilities for which they will be compensated by additional salary or time released from teaching at some time. In such cases, contracts shall be issued specifying the rate of pay or the semester(s) when a specified reduction in future teaching responsibilities will occur (see “Teaching Load: Special Cases,” Chapter IV).

If the compensation for a teaching overload is by extra pay, the additional salary paid will correspond to the scale for part-time instruction. If the number of students taught is smaller than six, the pay will be reduced proportionally.

Department chairs and program coordinators will receive additional compensation per semester of service in those roles. The dean, in consultation, with the Faculty Senate, shall maintain
a method of determining overload credits for chairs and coordinators. Contracts will be offered specifying that compensation.

**SALARY, BENEFITS, AND RESPONSIBILITIES FOR PART-TIME FACULTY**

Part-time instructors shall be paid a specific salary for each course that they teach or service they render. The dean shall advise the president on compensation for part-time instruction taking into account the highest earned degree, prior college teaching experience, the number of courses offered, and the number of credits offered per course.

Part-time faculty have access to faculty travel and presentation funds at a rate proportional to their workload, as well as access to course enrichment funds. Part-time faculty teaching half-time or more in a given year may apply for prizes and grants. These faculty must be employed during the time period in which the grant funds are used for the proposed project.

All part-time faculty are expected to hold office hours (at least one-hour per week per course) and communicate with students outside of class about assignments and course content. Ongoing part-time faculty are expected to meet at least yearly with the department or program chair to reflect on their teaching. Faculty teaching half-time or more are encouraged to participate in service to the College. All part-time faculty are invited to join in the life of the College through attending department meetings and faculty meetings. Part-time faculty may volunteer to serve on committees but are not required to do so.

Some part-time faculty may be hired to assume an agreed-upon proportion of all duties typically assigned to full-time faculty. These faculty are compensated at a rate proportional to a full-time salary. Part-time faculty at half-time or above who are paid a proportion of a full-time salary will be assigned to service responsibilities, such as committees, at a rate proportional to that of full-time faculty. These faculty members’ service responsibilities may vary in kind, but not in quantity, compared to the service responsibilities of a full-time faculty member.

Part-time faculty who are paid a proportion of a full-time salary have access to professional development funds at a rate proportional to their workload. They may also apply for prizes and grants.

**BENEFITS FOR ALL ELIGIBLE EMPLOYEES OF ILLINOIS COLLEGE**

Illinois College provides certain benefits to all salaried employees, including members of the faculty, on an identical basis. Persons employed part-time, including instructional staff, are not eligible for these benefits.

The benefits offered all salaried employees, only summarized here, are defined more fully in the Illinois College Staff Handbook (more detailed descriptions) and, as appropriate, in the actual benefit plan documents, both of which one can get from the human resources office. Where differences may occur, from time to time, between descriptions of benefits in the Faculty Handbook and the benefit plan documents, or between the Faculty Handbook and Staff Handbook, the authoritative source, after taking into account such laws and regulations as apply to the College regarding the benefits provided to faculty, are the benefit plan documents.
The benefits for all eligible salaried employees include:

**Disability Insurance:** The College pays fifty percent of the disability insurance premium for those choosing to participate. For those eligible, the monthly income benefit equals 60% of one’s monthly wage base not to exceed a benefit of $7,500 per month, plus an additional 20% of monthly earnings not to exceed a maximum monthly benefit from both sources of $5,000. This benefit is reduced by the sum of the benefits from other sources.

**Drug and Alcohol Abuse Program:** Illinois College sponsors a drug and alcohol substance abuse program for College employees. (See *Appendix* for the Illinois College Policy on Alcohol and Drug Abuse.)

**Employee Assistance Program:** The College provides an employee assistance program through the Center for Psychiatric Health at Passavant Area Hospital. The program provides employees and their dependents with assessment, counseling, psychiatric, and referral services. Employees and their families are limited to six (6) visits per family member, per year. For these visits there is a small co-pay and the balance is covered by the College. Employees may initiate the services directly by calling the Center.

**Life Insurance:** The College provides basic Life and Accidental Death & Dismemberment insurance coverage equal to one times an employee’s base annual earnings, rounded up to the nearest $1,000. At age 65 the coverage is reduced to 65% and at age 70, to 50%. For term life insurance equal to the employee’s current base salary, the College pays the premium. There is no waiting period for this benefit. Employees have the option of purchasing additional insurance through payroll deduction. Plan booklets explaining this insurance and the limits that apply to it are available in the Human Resources Office. Note that under current tax law, portions of the premium paid by the College, on behalf of the employee, for insurance amounts in excess of the IRS maximum, may be considered taxable to the employee.

**Medical Insurance:** Full-time employees may participate in a group insurance policy for medical coverage and hospital coverage for the employee, the employee’s spouse, and the employee’s children who qualify. For all participants, the College pays 60% of the premium assessed by the insurance carrier, and the employee pays the rest. This percentage is for the 2012 calendar year and changes from year to year. Employee premium payments are made through payroll deduction. This insurance is voluntary.

New employees who wish to apply for membership in the medical insurance plan must apply during their first thirty days of employment to take advantage of open enrollment. An employee who does not apply within the first thirty days of employment must wait for the next annual open enrollment period.

Employees on leave without pay must pay the entire premium directly to the business office. Upon leaving the employment of Illinois College, an employee may continue this insurance on a direct-pay policy basis with the insurance carrier in accordance with the relevant law. Further information on this option is available from the Human Resources Office.

**Vision and Dental Insurance:** Full-time employees may participate in the vision and dental plans offered by Illinois College.
Retirement: The Illinois College retirement plan is with the Teachers Insurance Annuity Association/College Retirement Equities Fund (TIAA-CREF). Participation in the plan is mandatory after one year of full-time employment at Illinois College. Under this plan the College contributes 7% and the employee contributes at least 5% of the employee’s base salary under a tax-deferred plan, which is a qualified contributory IRS 403(b) retirement plan. Years of service with any employer in which the employee has actively participated in a “like-kind” retirement plan immediately prior to employment with Illinois College will be counted for satisfying this requirement. The new employee must provide evidence of eligibility as stated. Further information on the plan is available through the Human Resources Office.

Flexible Spending Plans: The College offers yearly enrollment in a medical flexible benefit plan and/or a dependent care flexible spending plan. These plans allow employees to pay for childcare and health expenses, not paid for by insurance, with pre-tax dollars. More information may be obtained from the human resources office. Participation in this plan is voluntary. In addition, the College has a section 125 Mini-Flex plan that automatically provides for pre-tax payment of the employee’s share of non-employer sponsored medical and dental insurance premiums.

Tuition Exchange: Illinois College participates in tuition exchange plans, which permit children of full-time employees of the College to attend other participating colleges by paying reduced or no tuition. Prospective host institutions decide on one’s eligibility. A list of participating colleges and the conditions for enrolling through these plans may be secured from the director of financial aid.

Tuition Remission: Full-time employees are eligible for tuition remission at Illinois College for their spouses and for their dependent children through age 24. Appropriate federal and state scholarship aid must first be sought and, if granted, the aid shall be first applied against the full tuition, applicable to the College, for that year. The College pays the balance of tuition. The benefit does not apply to room and board, activity fees, books, tuition for summer school courses, music lessons, or any special fees associated with courses.

Unpaid Family and Medical Leave of Absence Policy (Family and Medical Leave Act of 1993 and Illinois Family Military Leave Act)

a. Policy. It is the policy of Illinois College to provide all eligible employees, including faculty members, part-time instructional staff, and academic professionals with an unpaid leave of absence for the following reasons:
   1) The birth of a child and in order to care for that child;
   2) In the event of an adoption of a child or to care for a foster child;
   3) To care for a child, spouse, or parent who has a serious health condition;
   4) Because of the employee’s own serious health condition which renders the faculty member or academic professional unable to perform the functions of his or her position; and
   5) To comply with any state or federal law, which mandates some form of unpaid leave, including family leave for eligible spouses and parents of members of the military under the Illinois Family Military Leave Act.

For purposes of this policy the following definitions apply:
b. **Eligibility.**

1) To be eligible for a leave under the Family and Medical Leave Act, an employee must have been employed by Illinois College for at least 12 months at the time the leave is to commence (these 12 months need not have been consecutive) AND must have completed at least 1,250 hours of service with Illinois College during the 12-month period preceding the commencement date of the leave.

2) To be eligible for a leave under the Illinois Family Military Leave Act, an employee who is the spouse or parent of an individual called to military service of at least 30 days in length by either the State of Illinois or the United States must have been employed by Illinois College for at least 12 months at the time the leave is to commence (these 12 months need not have been consecutive) AND must have been scheduled to work at least 1,250 hours of service with Illinois College during the 12-month period preceding the commencement date of the leave.

3) Employees who are exempt from overtime requirements of the federal Fair Labor Standards Act will be presumed to have worked the required hours, unless Illinois College can clearly demonstrate that the employee did not work the required number of hours during the preceding 12-month period.

c. **Duration.**

1) Under the Family and Medical Leave Act, leaves may be taken for up to a total of 12 work weeks during any 12-month period. All leaves either requested under the Family and Medical Leave Act or treated as concurrent leave under section (f) of this policy during the same 12-month period (said period to commence with the first such leave) will be aggregated and will count against the total of 12 work weeks. However, Illinois College may grant one or more extensions of leave under this policy for up to a total of two year. Leave (or extensions) will only be granted for the length of time necessary. Where two spouses are both employed by Illinois College, their aggregate leave may be limited to 12 work weeks during any 12-month period, except in the case of his or her own serious health condition, or to care for his or her spouse or child who has serious health condition, in which case both spouses will be eligible for at least 12 weeks of leave during any 12-month period.

2) Under the Illinois Family Military Leave Act, leaves may be taken for up to 30 days during the time period in which the respective military personnel’s unit has been mobilized and is preparing to leave its base.

d. **Leave Conditions.**

1) **Birth of Child; Adoption; To Care for Foster Child.**

   A. The leave for such purposes must be taken in consecutive workweeks and must be completed within the 12-month period following the birth of the child or placement of the child with the employee for adoption or foster care. Except as provided in C. below, leave on an “intermittent basis” is not available for these purposes.

   B. Employees requesting leave for one of these purposes must provide Illinois College with 30 days advance notice of leave. If the birth or placement requires the leave to begin in less than 30 days, the employee should provide as much advance notice as is practicable.
C. At the discretion of Illinois College, a tenure-track faculty member with at least two prior semesters of teaching may be permitted to take the leave on an “intermittent basis” or, alternatively, the faculty member may be permitted to work on a reduced leave schedule, i.e., a reduced workweek or reduced workdays or release from committee work. The faculty member should consult with the Dean and his or her department head to make arrangements for such leave. Arrangements for coverage of courses should be made to minimize disruptions of the department’s curriculum and to the course loads of the faculty member’s colleagues. Any disputes between the faculty member and the Dean regarding the granting of intermittent or reduced leave under this policy would be mediated through the grievance procedure ending with a recommendation to the President of Illinois College, who will make a final decision. Only the time actually taken would be charged against the faculty member’s entitlement to leave, and there would be a prorated reduction in salary based on the reduction in teaching load requested. For example, based on a 12 credit hour standard teaching load, a reduction in teaching load of three credit hours would result in a $\frac{1}{4}$ reduction in salary.

2) Leave to Care for a Child, Spouse, Parent, or for the Employee’s Own Serious Health Condition.
   A. Employees may take leave for these purposes on a consecutive workweek basis, intermittently, or the employee may request to be placed on a reduced workweek or reduced workdays or release from committee work. For intermittent leave or leave involving a reduced schedule, only the time actually taken is charged against the employee’s entitlement to leave.
   B. If, based on planned medical treatment, an employee requests intermittent or reduced schedule leave, Illinois College may require the employee to temporarily transfer to an available alternative position for which the employee is qualified to better accommodate the recurring periods of leave that the employee will require. Employees transferred in such circumstances will receive equivalent pay and benefits.
   C. Employees requesting leave for these purposes must make a reasonable effort to schedule the treatment, either for themselves or their child, spouse, or parent, so as not to disrupt unduly Illinois College’s operations. The employee should attempt to secure the approval of his or her own or covered family member’s health care provider to reasonably schedule the treatment to avoid such disruption.
   D. Employees requesting leave for these purposes must provide 30 days advance notice of leave, or if treatment is required in less than 30 days, with as much advance notice as practicable.

3) Family Military Leave.
   A. Employees may take leave to spend time with a spouse or parent during the time deployment orders are in effect and for related purposes on a consecutive basis, intermittently, or the employee may request to be placed on a reduced workweek or reduced workdays or release from committee work. For intermittent leave or leave involving a reduced schedule, only the time actually taken is charged against the employee’s entitlement to leave.
c. Documentation

1) A request for leave under this policy must be in writing, submitted to the appropriate department head or supervisor, and clearly state the reason for the leave and the expected duration.

2) Employees requesting leave under the Illinois Family Military Leave Act must give at least 14 days notice of the intended date upon which the family military leave will commence if leave will consist of 5 or more consecutive work days. Where able, employees requesting leave shall consult with their department head to schedule the leave so as to not unduly disrupt the operations of their department. Employees taking military family leave for less than 5 consecutive days shall give Illinois College as much advance notice as is practicable under the circumstances. Illinois College reserves the right to require certification from the proper military authority to verify the employee’s eligibility for the family military leave requested.

3) Employees requesting leave for their own or a covered family member’s serious health condition will be required to provide medical certification to substantiate the leave request. Such certification must be provided to Illinois College 30 days in advance of the leave request, or as far in advance of the leave as practicable. Certification provided must contain the following:
   A. The date that the serious health condition started;
   B. The probable duration of the condition;
   C. The appropriate medical facts within the knowledge of the health care provider regarding the condition;
   D. If the leave is required because of the serious health condition of an employee’s child, parent, or spouse, a statement that the eligible employee is needed to care for the covered individual and the amount of time necessary for such care;
   E. If the leave is needed because of the employee’s own serious health condition, a statement that the employee is unable to perform the functions of his or her position;
   F. For an intermittent leave or a reduced leave schedule for planned medical treatment for the employee, the dates that such treatment is expected to be given and the duration of such treatment; or if not for planned treatment but for rehabilitation, a statement of the medical necessity for and duration of such intermittent leave or reduced leave schedule; and
   G. For an intermittent leave or leave on a reduced schedule for a child, spouse or parent, a statement that the employee’s leave is necessary for the care of such individual or will assist in their recovery, and the expected duration and schedule of the intermittent leave or reduced leave schedule.

Illinois College reserves the right to have an employee or covered family member examined by a health care provider of its choice for a second opinion at any time at its discretion. A second opinion examination will be paid for by Illinois College.

In the event a conflict exists between the medical opinion of the employee’s or covered family member’s health care provider and that of Illinois College in the second opinion examination, a third examination will be required to be performed by a health care provider selected and paid for by Illinois College. In such instances, the
opinion of the third health care provider will be final and binding on Illinois College and the employee.

f. Use of Accrued Leave Time
   1) Employees will be required to first use all accrued unused paid vacation or paid family leave, as applicable and if available, in the event of a leave for the birth or placement of a child for adoption or foster care, which will be treated as concurrent leave under the Family and Medical Leave Act and this policy.
   2) Employees will be required to first use all accrued unused paid vacation, as applicable and if available, in the event of a leave under the Illinois Family Military Leave Act during a spouse’s or parent’s mobilization for military service, which will be treated as concurrent leave under the Illinois Family Military Leave Act and this policy.
   3) Employees will be required to first use all accrued unused paid vacation, paid medical (disability) leave, and sick leave, as applicable and if available, for leaves for the employee’s or covered family member’s serious health condition, which will be treated as concurrent leave under the Family and Medical Leave Act and this policy.
   4) With respect to leaves for the employee’s own serious health condition, employees may also be eligible to receive statutory benefits such as state short-term disability or worker’s compensation, in accordance with applicable state law and the terms of each respective benefit plan. Any leave taken under workers’ compensation will run concurrently with leave under this policy.

g. Reinstatement After Leave
   1) Eligible employees taking leave under this policy will be reinstated to their former position, or to an equivalent position, with equivalent benefits and other terms and conditions of employment. However, no employee is entitled under this policy to any right, benefit, or position other than that to which the employee would have been entitled had he or she not taken leave. Thus, for example, if a layoff or some other extenuating circumstance or business condition arises which affects the employee’s position, reinstatement may not be possible. Additionally, employees on a leave extension are not guaranteed reinstatement.
   2) For leaves that qualify under the Family and Medical Leave Act, Illinois College reserves the right to deny leave reinstatement to “key employees,” where such denial is necessary to prevent substantial economic injury to Illinois College’s operations. Key employees will be notified of Illinois College’s intention as soon as a determination is made. In the event such notice is given to a key employee already on leave, the employee will be offered the opportunity to terminate his or her leave and immediately return to work. Key employees notified while on leave, who decide not to return to work, will remain on leave. Key employees are defined as the highest paid 10% of the employees employed by Illinois College.

h. Return to Work Examinations. Before being permitted to return to work from a leave for the employee’s own serious health condition, the employee must provide certification from his or her health care provider that he or she is able to return to work and perform all functions of the job.

i. Periodic Notification During Leave. Employees may be required while on leave to contact the appropriate department head or supervisor to report on their status and intentions with respect to returning to work at the end of their leave period. If an employee does not return to work or contact
the appropriate department head or supervisor within three days of the scheduled day of return, then the employee may be considered to have resigned from Illinois College.

j. Benefit Continuation During Leave

1) Group health insurance and life insurance benefits will continue while an employee is on leave at pre-leave benefit and premium contribution levels. The employee is responsible for making all payments he or she was making prior to the leave.
2) Benefits that operate on an accrual basis, e.g., vacation, sick leave, family leave, will continue to accrue during a leave under this policy, although a faculty member may choose to stop the tenure and promotion clock for any period of course load reduction.
3) An employee’s eligibility for qualified benefits (e.g., §403(b) plan contributions and §125 plan contributions) will be governed according to the terms of each respective benefit plan.

BENEFITS EXCLUSIVELY FOR FACULTY

Benefits exclusively for full-time faculty members have been established, in part, to reflect the strong commitment full-time faculty make to their position, as well as the wide variety of responsibilities outside of teaching required: advising, professional development, and service. In some cases, these benefits apply to part-time faculty. Where this is the case, it is explicitly stated. For purposes of this section, the term “faculty” will exclude librarians except for the following benefits: professional development funds and professional leaves of absence.

Paid Family and Medical Leave Policy

a. Birth or Adoption

1) Illinois College will grant a leave of absence at full salary and benefits to any faculty member or academic professional who will be the primary caregiver of a child upon either the birth of a biological child or the placement of a child under the age of eighteen for adoption. The purpose of the leave must be to care for the child.

2) For those faculty members or academic professionals with less than three years of full-time service at Illinois College, the paid leave of absence will not exceed one calendar month. For those faculty members or academic professionals with more than three years but less than six years of full-time service at Illinois College, the paid leave of absence will not exceed two calendar months. For those faculty members or academic professionals with more than six years of full-time service at Illinois College, the paid leave of absence will not exceed three calendar months. A calendar month is the period terminating on the day in the succeeding month which numerically corresponds to the day of its beginning, less one. For example, a calendar month for a birth or adoption occurring on February 15 would end on March 14.

3) A request for a paid leave of absence under this policy shall be submitted, in writing, to the Dean, at least 30 days prior to the expected birth or placement for adoption. If the birth or placement for adoption requires the leave to begin in less than 30 days, the faculty member or academic professional should provide as much advance notice as is practicable. The leave of absence must be taken in consecutive workweeks and must be
completed within the applicable period following the birth of the child or placement of
the child for adoption.

4) Where two spouses are both employed as faculty members or academic professionals by
Illinois College, they cannot take more than two weeks of concurrent leave under this
policy for the same child, nor can their aggregate leave under this policy exceed three
months for the same child.

5) A leave of absence under this policy also qualifies and will be treated as concurrent
family or medical leave, as applicable, under the provisions of the federal Family and
Medical Leave Act of 1993 (FMLA) as well as concurrent with any other paid leave
available to the faculty member or academic professional, including short-term medical
leave.

b. Short-term Medical Leave

1) Illinois College will grant a leave of absence at full salary and benefits to any faculty member
or academic professional for up to the lesser of six months or the elimination period for the
long term disability benefit (whether or not the individual has enrolled in the disability
available through the College) because of the faculty member’s or academic professional’s
own serious health condition which renders the faculty member or academic professional
unable to perform some or all of the functions of his or her position. The College’s short-
term medical leave is intended to be coordinated with the College’s long-term disability
program. Consequently, if a faculty member or academic professional has a serious health
condition which would qualify the faculty member or academic professional for benefits
under the College’s long-term disability program, then any leave under this policy shall be
with full pay and benefits only during the elimination period under the College’s long-term
disability program (the period before benefits would be payable), whether or not the faculty member or academic
professional has chosen to participate in the disability program.

2) For purposes of this policy, a serious health condition is an illness, injury, impairment, or
physical or mental condition that involves inpatient care in a hospital, hospice, or residential
medical care facility, or continuing treatment by a health care provider (i.e., a doctor of
medicine or osteopathy who is licensed to practice medicine or surgery by the state in which
he or she practices).

3) A request for a paid leave of absence under this policy shall be submitted, in writing, to the
Dean, and shall request a specific period of leave not to exceed six months and shall be
supported by a written certification from a health care provider. Such request and
certification must be provided at least 30 days in advance of the commencement of the
proposed leave, or as far in advance of the leave as practicable. The health care provider’s
certification must contain the following:

• The date that the serious health condition started;
• The probable duration of the condition
• The appropriate medical facts within the knowledge of the health care provider regarding the condition;
• That the faculty member or academic professional is unable to perform some or all of the functions of his or her position.

The request for leave shall also specify exactly which responsibilities or activities the faculty member or academic professional cannot perform as a result of his or her serious health condition. The dean, in consultation with the faculty member’s or academic professional’s department, shall make arrangements to cover those responsibilities or activities during the requested period of leave.

4) A request for the termination of a paid leave of absence under this policy prior to the end of the period originally requested may be submitted, in writing, to the Dean, and shall be supported by a written certification from a health care provider which indicates that the faculty member or academic professional is presently able to perform all of the functions of his or her position. The dean, in consultation with the faculty member’s or academic professional’s department, shall attempt to restore the faculty or academic professional to immediate full time responsibilities, but it is understood that the dean may not be able to do so, particularly in the middle of a teaching semester.

5) Before being permitted to return to work from a leave of absence under this policy, the faculty member or academic professional must provide certification from his or her health care provider that he or she is able to return to work and perform all functions of his or her job.

A leave of absence under this policy also qualifies and will be treated as concurrent medical leave under the provisions of the federal Family and Medical Leave Act of 1993 (FMLA).

Resources for Course Enrichment

Course enrichment: The office of academic affairs administers a fund to support activities led by faculty members who take students who are enrolled in a course or participating in an Illinois College program to off-campus sites for educational purposes, bring speakers to classes, or enhance course offerings in other ways. All faculty members may draw on this fund up to an agreed-upon limit per faculty member per year.

This fund reimburses expenses documented by receipts. Reimbursement forms are available in the dean’s office and online.

The resource advisory committee hears any appeals of decisions by the dean of the college concerning course enrichment funds.

Resources to Support Faculty Development

The office of academic affairs administers three funds to support faculty professional development. The resource advisory committee oversees policies governing the first two funds.
Reimbursement forms are available in the office of academic affairs and online.

Reimbursement for travel for research or professional meetings: The office of academic affairs administers a faculty travel fund to support research or help meet the cost of attending professional meetings. Each full-time faculty member currently may expend up to $600 from this fund annually. Part-time faculty members are eligible for funding proportional to their annual workload. Unused funds from any one year’s allocation may be carried over for an additional year.

Reimbursement for professional presentations and significant roles at professional meetings: A second fund administered by the office of academic affairs provides additional support to faculty members who have a role recognized in the printed program of an academic conference or professional meeting: for example, presenting a paper or poster, chairing or commenting at a session, or serving in a professional association office. Again, part-time faculty members are eligible for funding proportional to their annual workload.

Professional development expenses: The dean administers a fund providing full-time faculty members with an annual allowance of $500 for reimbursement of professional expenses. Part-time faculty who are paid a proportion of a full-time salary have access to professional development funds at a rate proportional to their workload. Individuals receiving this allowance are responsible for using the funds for professional expenses relevant to their work at Illinois College.

Any travel for which reimbursement is sought must be for scholarly or professional purposes.

Receipts for professional development expenses reimbursed through this fund must be submitted to the business office by May 1.

Any unused funds from the allowance must be returned to the College by May 1.

Prizes and Grants

Endowed awards providing funds for substantial professional projects are available each year on a competitive basis. Faculty members receive information each fall on evaluative criteria, application procedures, funding amounts, and deadlines for awards to be made through the current or following year. These prizes and grants include:

The Alice H. Engelbach Endowment for Peace Studies Enrichment: supports efforts to enhance peace studies at Illinois College.

The Alice Margaret Engelbach Memorial Endowment for Asian Studies: supports travel or research enhancing the understanding of Asia at Illinois College.

The Richard T. Fry Faculty Collaboration Fund: supports projects that enhance the College’s academic program through the collaborative efforts of members of the faculty, with preference for projects involving faculty from more than one academic discipline; funds may be awarded for the current academic year.
The Charles E. Frank Faculty Fellowship for Excellence in Teaching: supports study and research away from campus.

The Hallerberg Award in Mathematics: supports the professional development of a faculty member in mathematics or curricular development within the Mathematics Department.

The Ernest G. Hildner, Jr., Faculty Enrichment Fund: supports faculty members pursuing and developing academic interests off campus.

The C. Reed Parker Professional Development Grant: supports scholarly activities by full-time faculty between commencement and the opening of the next academic year.

The Dean Carole Ann Ryan Faculty Award: supports professional development activities with an intercultural dimension.

The Malcolm F. Stewart Faculty Award for Intercultural Education: supports improvement of courses to enhance students’ knowledge and understanding of other peoples or cultures.

External Grants and Fellowships

All members of the faculty are encouraged to apply to external agencies for fellowships and grants. Faculty members who receive fellowships and grants from external agencies continue to be eligible for awards from Illinois College.

SABBATICAL LEAVE

Tenured members of the Illinois College faculty are expected to take sabbatical leaves after each six years of full-time teaching.

The College will award sabbatical leaves to all eligible faculty members submitting proposals for projects that will result in significant professional growth, subject to approval by the president of the College. Successful applicants for sabbatical leaves must demonstrate that Illinois College will benefit in some way from their sabbatical projects.

Sabbatical leaves may be granted for advanced study, research, creative projects, and/or improvement of teaching skills.

Sabbatical leaves are awarded by the president, who is advised by the senate. The full senate considers its recommendations in a meeting chaired by the dean of the College.

Eligibility for Sabbaticals

Members of the faculty are eligible to apply for an initial sabbatical leave if at the time the sabbatical leave begins they will be tenured, hold the rank of associate professor or professor, and have completed at least six years of full-time service to Illinois College.
To be eligible for subsequent sabbatical leaves, faculty members must have completed six years of full-time service since any previous sabbatical (but see ‘conditions and limitations,’ below). Satisfactory completion of one’s previous sabbatical leave project, attested through a written report, is also required.

**Timeline for the Review and Approval of Sabbatical Proposals**

Sabbatical proposals are to be submitted to the senate via the dean by the second Monday in April two academic years before the academic year in which the sabbatical leave would occur (for example, one would apply by April 2006 for a sabbatical in 2007-08). The senate will communicate the results of its deliberations to the sabbatical applicant by the last Friday in April.

If it is the senate’s judgment that a sabbatical proposal is satisfactory, the senate will recommend that the sabbatical be granted. If the senate determines that the proposal is not satisfactory, the senate will return the proposal to the faculty member with a detailed report of the senate’s concerns.

In the latter case, the senate will invite the faculty member to meet with it to answer questions and address its concerns. If, following the meeting, the senate still regards the proposal as unsatisfactory, the faculty member can choose to rewrite the sabbatical proposal, or develop a new proposal, which will then be submitted for reconsideration by the senate before the beginning of final examinations week at the end of the semester.

If the new or revised proposal is still not approved by the senate, the faculty member may reapply the next year, with eligibility for subsequent leaves pushed back one year for each year disapproved.

**Conditions and Limitations**

Faculty members are expected to take sabbaticals when they are due, or else lose eligibility for another six years. Yet it may be necessary for institutional reasons for faculty members to schedule their sabbatical leaves one year earlier or one year later than they are due.

It is generally the case that two people from the same discipline should not be on leave simultaneously. In some cases, eligible faculty may need to take a sabbatical leave one year later than the year of initial eligibility for professional or personal reasons. Determinations in these two cases will be made by the dean after consultation with the department and the faculty members involved.

When the timing of a sabbatical is changed because of an administrative decision of the dean, the faculty member’s eligibility for a subsequent sabbatical leave will neither be delayed nor be accelerated from the year in which it would have occurred otherwise.

Any dispute between a faculty member and the dean regarding the timing of a sabbatical may be mediated through the grievance procedure ending with a recommendation to the president of the College, who will make the final decision.
In accepting a sabbatical leave, a faculty member agrees to serve Illinois College at least one year after the conclusion of the period of leave. Exceptions may be made in cases of imminent scheduled retirement.

**PROFESSIONAL LEAVES OF ABSENCE**

Any faculty member or academic professional may apply for a leave of absence without pay for whatever purposes. A professional leave of absence may be for any length of time from one semester up to two years. It may be taken in combination with the parental or adoption leave benefit.

In some instances the faculty member might request release time from teaching or committee work instead of a leave.

Faculty members should apply to their department chairs and the dean for professional leaves of absence or release time as soon as possible after the decision to seek one.

If the request for a leave is based on an application for a grant or fellowship and the results of the application have not yet been announced, one should indicate the tentative nature of the request.

Advance approval of a leave of absence does not obligate the faculty member to take the leave, but one’s subsequent decision not to take the leave must be made known to the chair and dean as soon as possible, and before any search for a replacement gets underway.

Disputes between a faculty member and the dean regarding the granting of a professional leave of absence or release time may be mediated through the grievance procedure ending with a recommendation to the president of the College, who will make the final decision.

**Effect on Benefits**

When a faculty member receives a leave of absence in order to pursue the activities of a major grant or fellowship, the College will make its regular contributions toward one’s group insurance and TIAA/CREF premiums unless such contributions come with the grant.

In other cases, the faculty member will be responsible for full payment (100%) of medical insurance premiums, and the College will suspend its contributions to TIAA/CREF during the extent of one’s leave.

A faculty member who wishes to apply for a leave of absence should consult with the vice president for business affairs regarding the financial implications of such a leave.

**Limitations on Leave Policy**

When a faculty member is on leave, the essential curricular needs of the department must still be met. Under most circumstances, two faculty members from the same discipline should not be on leave simultaneously.
Arrangements for coverage of courses must be made so as to minimize disruptions of the department’s curriculum and the work of colleagues.

A faculty member who receives any leave of absence will normally be expected to return to Illinois College for a minimum of one full year of teaching. A one-year leave may be extended at most for one additional year, but only when that is approved by the president.

Faculty members requesting leaves of absence other than sabbaticals and the dean must agree in advance on how those leaves would affect the timing of future sabbatical leaves.

In the case of tenure-track faculty, the faculty member and the dean must also agree in advance on how leaves would affect the timing of a tenure decision.

It is the president of the College who decides if and when to grant a professional leave of absence and whether one’s leave might be extended.
Chapter X: Tenure

Tenure is a continuous appointment to teach full-time at Illinois College until the faculty member who holds tenure either resigns or retires. The service of a tenured faculty member shall be terminated involuntarily only for adequate cause or under extraordinary circumstances such as financial exigency (See Chapter VIII). The decision to grant tenure to a member of the faculty is therefore among the most important and consequential decision made in the College.

The granting of tenure reflects recognition of the candidate’s exemplary teaching, scholarship, and service. It also represents a considered judgment that the needs of the College and the capabilities, expertise, and services of the individual will be well matched for many years. The long-term needs of the College must be taken into account in tenure decisions.

No person holding a tenure-track appointment, regardless of the circumstances of appointment, reappointment, or service to the College, is entitled to tenure at Illinois College before a full tenure review (outlined below) and a positive tenure decision by the trustees of Illinois College have taken place.

No person who does not hold an appropriate terminal degree will be eligible for tenure at Illinois College.

The dean shall notify faculty members who are to be reviewed for tenure by August 1 of the year in which the review is to occur.

All candidates for tenure are to be judged on their individual merits. Tenure shall be granted only when a persuasive positive case has been made for it. The burden of proof in a tenure review lies in making the case for awarding tenure, not in providing reasons against tenuring the candidate.

If the president decides before the beginning of a full-time faculty member’s sixth year on the tenure-track not to nominate that individual for a final tenure review, the faculty member will be notified of non-reappointment, in writing, by August 1 of the terminal year.

PORTFOLIOS

Each member of tenure-track faculty under review for tenure must furnish a portfolio to the office of the Dean of the College by September 15 of the year in which a review occurs. It must include copies of published professional achievement or other evidence of professional achievement.

The chair of the faculty retention, tenure, and promotion committee will advise candidates on the content and format of portfolios by letter by May 1, before the academic year of the review.

The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi.

Candidates are to include in their portfolios evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by
colleagues; printed records of papers, performances or exhibitions given; and publications. The dean shall forward in a timely manner to the Chair of the Board and the Chair of the Academic Affairs Committee the retention, tenure, and promotion committee evaluations of tenure candidates as well as the administration’s recommendations for tenure.

**Information About the Candidates**

The dean will provide to the retention, tenure, and promotion committee a fact sheet on each member of the faculty being reviewed by September 15. The fact sheet will include:

1) Highest degree earned, discipline, granting institution, and date
2) Academic service prior to Illinois College, ranks held, and dates
3) Academic service at Illinois College, ranks held, and dates

**PROCEDURE FOR REVIEW BY THE FACULTY RETENTION, TENURE, AND PROMOTION COMMITTEE**

Based on evidence from the portfolios, the retention, tenure, and promotion committee will candidly discuss the performance of each candidate being reviewed according to each of the following criteria:

**Criteria for Tenure**

**Criterion 1: Excellent teaching:** Candidates for tenure must demonstrate continuing development as a teacher and evidence that such development will be sustained. Teaching at Illinois College includes a) course instruction, b) academic advising, and c) guidance of students and serving as models for learning (see Chapter V).

**Criterion 2: Productive Scholarship:** Candidates for tenure must demonstrate scholarly and professional achievement and involvement as professionals (see Chapter V).

**Criterion 3: Service to the college, profession, and community:** Candidates for tenure must demonstrate achievement in service to Illinois College (see Chapter V).

In its discussion, the retention, tenure, and promotion committee will bear in mind that Illinois College is primarily a teaching institution, that appointments to its faculty are made foremost for the purpose of instruction, and that the paramount concern of the College is with excellent teaching and learning. The College gives priority to teaching over scholarship and service combined. Although excellent teaching is the most important criterion, achievement in the other two categories is also required.

Following its discussion of each candidate under review, the retention, tenure, and promotion committee will decide upon its recommendation to the president, either for favorable action or for unfavorable action. The retention, tenure, and promotion committee will endeavor to reach consensus about the candidate, but if that is impossible, a vote by secret ballot will be taken.
The Faculty Retention, Tenure, and Promotion Committee's Recommendation

The chair of the faculty retention, tenure, and promotion committee will forward the retention, tenure, and promotion committee’s recommendation to the candidate and president, by letter, as soon as possible after the conclusion of the retention, tenure, and promotion committee review.

In this letter, the retention, tenure, and promotion committee chair will report specific comments on the candidate’s superior, satisfactory, or deficient performance in teaching, scholarship, and service, without direct attribution to the source of the comments. The dean shall forward in a timely manner the retention, tenure, and promotion committee recommendations for tenure and the administration’s recommendations to the Chair of the Board and the Chair of the Academic Affairs Committee. Portfolios are available to the Chair of the Academic Affairs Committee.

The chair of the retention, tenure, and promotion committee also will report the results of any votes that are taken.

Letters of Reference from Colleagues

The dean shall ask each person being reviewed for tenure to furnish names of tenured members of the faculty outside of the candidate's own department who might write evaluative letters about the candidate.

The dean shall solicit evaluative letters about the candidate from all tenured members of the candidate’s department and from one or more of the other tenured faculty members named by the candidate, so that five or more letters are solicited, with at least one coming from outside the candidate’s department. The candidate must suggest two names for each letter needed from outside the department; the faculty retention, tenure, and promotion committee will decide from whom to request a letter (or letters). The retention, tenure, and promotion committee will consider these confidential letters when making its decision. Portfolios are available to the Chair of the Academic Affairs Committee.

Interview with the President

Each candidate for tenure will be interviewed by the president after the faculty retention, tenure, and promotion committee has completed its review and forwarded its recommendation but before the Trustees meet to consider tenure.

DECISIONS TO AWARD TENURE

Decisions on awarding tenure are made by the board of trustees, upon recommendation of the president, and will be announced in a timely fashion. A decision to award or not to award tenure to those on tenure-track appointments must be made no later than during the candidate's sixth year of full-time service as a faculty member at Illinois College.
Early Decisions on Tenure

The decision to award tenure may be made before one’s sixth year at the College under special or exceptional circumstances. In such cases, candidates will undergo the same review process as described above.
Chapter XI: Promotion in Rank

Full-time faculty members who are not under tenure review and who wish to be considered for promotion in rank must notify the dean of that wish before the start of the fall semester during which the review for promotion would take place. Tenured associate professors may request consideration for promotion to professor during their fifth year in order to be reviewed during the sixth year of full-time service as associate professor.

The dean shall ask faculty members requesting review for promotion in rank above assistant professor to prepare portfolios that include a current curriculum vitae and other materials that are relevant to the criteria and standards for promotion. The candidate shall provide a portfolio to the office of the Dean of the College by September 15.

The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi. Candidates are encouraged to include in their portfolios evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by colleagues; printed records of papers, performances, or exhibitions given; and publications. Candidates are encouraged to include in their portfolios summaries of student evaluations of their courses and letters from peers who have observed them in the classroom as evidence of teaching excellence. Letters from colleagues and others may be included to document the candidate’s scholarly and professional achievement and achievement through service.

The dean will provide to the retention, tenure, and promotion committee a fact sheet on each member of the faculty being reviewed by September 15. The fact sheet will include:

1) Highest degree earned, discipline, granting institution, and date
2) Academic service prior to Illinois College, ranks held, and dates
3) Academic service at Illinois College, ranks held, and dates

All candidates for promotion in rank are to be judged on their individual merits. The procedures followed in their evaluations are essentially the same as those followed for decision on retention or tenure. The dean shall forward in a timely manner the retention, tenure, and promotion committee recommendations for promotion as well as the administration’s recommendations to the Chair of the Board of Trustees and to the Chair of the Academic Affairs Committee of the Board of Trustees.

Criteria for Promotion

Criterion 1: Excellent teaching: Candidates for promotion must demonstrate continuing development as a teacher and evidence that such development will be sustained. Teaching at Illinois College includes a) course instruction, b) academic advising, and c) guidance of students and serving as models for learning (see Chapter V).

Criterion 2: Productive Scholarship: Candidates for promotion must demonstrate professional achievement as scholars and involvement as professionals (see Chapter V).
Criterion 3: Service to the college, profession, and community: Candidates for promotion must demonstrate achievement in service to Illinois College (see Chapter V).

Letters of Reference from Colleagues: The dean shall solicit evaluative letters about the candidate from all full professors in the candidate’s department and from one or more of the full professors named by the candidate, so that five or more letters are solicited, with at least one coming from outside the candidate’s department. The candidate must suggest two names for each letter needed from outside the department; the members of the faculty retention, tenure, and promotion committee will decide from whom to request a letter (or letters). The retention, tenure, and promotion committee will consider these confidential letters when making its decisions.

Authority of Trustees to Promote to Associate Professor and Professor

The authority to promote members of the faculty to the ranks of associate professor and professor rests with the trustees of Illinois College. The president advises the trustees on those decisions. Once made, decisions on promotion will be announced in a timely fashion.

INSTRUCTOR TO ASSISTANT PROFESSOR

Tenure-Track and Non-Tenure-Track Faculty

Decisions on promotions from the rank of instructor to the rank of assistant professor are made by the president of the College, without the formal review process attendant to promotions to higher ranks.

All candidates for promotion to assistant professor, whether tenure-track or non-tenure-track, must demonstrate the ability to teach effectively in the context of the liberal arts college curriculum at Illinois College, demonstrate scholarly and professional achievement and promise as scholars and involvement as professionals, and demonstrate achievement and promise in the area of service (discussed in Chapter V).

Notification by the President

Once the president notifies an instructor of promotion to the rank of assistant professor, the promotion will take effect the next academic year.

A faculty member denied promotion to the rank of assistant professor may request review for promotion one more time after an interval of one year.

If promotion to the rank of assistant professor is denied a second time, the next academic year shall become the candidate’s final year of employment at Illinois College.

ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

Tenure-Track Faculty

Assistant professors on tenure-track appointments will automatically be considered for promotion to associate professor when they are reviewed for tenure. In general, there is no
provision for assistant professors on tenure-track appointments to be considered for earlier promotion. However, in exceptional cases, on the recommendation of the Dean and after consultation with the Faculty Retention, Tenure, and Promotion Committee, the initial letter of appointment may specify a review for promotion to associate professor in the second year or a subsequent year of service, even though the review for tenure will occur in a later year.

Each tenure-track faculty member under review for promotion to the rank of associate professor must furnish a portfolio to the office of the Dean of the College by September 15. The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi. Candidates are to include in their portfolios evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by colleagues; printed records of papers, performances, or exhibitions given; and publications.

The criteria for promotion to associate professor include excellent teaching, sustained appropriate scholarly and professional achievement, and achievement in service to the College (discussed in Chapter V).

**Faculty Members on Continuing Appointment**

Assistant professors on continuing appointments without tenure may request promotion to associate professor upon completing six or more years of full-time service as assistant professor.

Each faculty member on continuing appointment under review for promotion to the rank of associate professor must furnish a portfolio to the office of the Dean of the College by September 15. The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi. Candidates are to include in their portfolios evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by colleagues; printed records of papers, performances, or exhibitions given; and publications.

The criteria for promotion to associate professor include excellent teaching, sustained appropriate scholarly and professional achievement, and achievement in service to the College (discussed in Chapter V).

**Notification by the President**

Following written notification by the President of a favorable decision on promotion to the rank of associate professor, one’s promotion will take effect the next academic year.

**ASSOCIATE PROFESSOR TO PROFESSOR**

**Tenured Faculty**

Tenured associate professors may request consideration for promotion to professor during their fifth year in order to be reviewed during the sixth year of full-time service as associate professor.
Each faculty member under review for promotion to the rank of professor must furnish a portfolio to the office of the Dean of the College by September 15. The portfolio must include a current curriculum vitae, a statement of one’s teaching philosophy, a statement of professional interests, activities, and accomplishments, and course syllabi. Candidates are to include in their portfolios evidence in the form of the college’s comparative statistical analyses of one’s teaching evaluations by students; teaching evaluations by colleagues; printed records of papers, performances, or exhibitions given; and publications.

Promotion to the rank of professor is based on exceptional merit, which includes criteria such as continued excellent teaching and professional development as a teacher; continued productive scholarship, professional involvement and contribution; and continued achievement in service to Illinois College.

Non-Tenured Faculty

Faculty members without tenure are not eligible for promotion to the rank of professor.

PROCEDURE FOR REVIEW BY THE FACULTY RETENTION, TENURE, AND PROMOTION COMMITTEE

Based on evidence from the portfolios, the retention, tenure, and promotion committee will candidly discuss the performance of each candidate being reviewed according to each of the following criteria: continuing excellent teaching and continuing professional development as a teacher; continuing scholarly and professional achievement and professional involvement and contribution; and achievement in service to Illinois College (discussed in Chapter V).

In its discussion, the retention, tenure, and promotion committee will bear in mind that Illinois College is primarily a teaching institution, that appointments to its faculty are made foremost for the purpose of instruction, and that the paramount concern of the College is with excellent teaching and learning.

Following its discussion of each candidate under review, the retention, tenure, and promotion committee will decide upon its recommendation to the president, either for favorable action or for unfavorable action. The retention, tenure, and promotion committee will endeavor to reach consensus about the candidate, but if that is impossible, a vote by secret ballot will be taken. Members whose rank is not higher than the candidate’s will be ineligible to vote on the promotion, but they may take part in the retention, tenure, and promotion committee’s deliberations prior to any vote.

The Faculty Retention, Tenure, and Promotion Committee’s Recommendation

The chair of the faculty retention, tenure, and promotion committee will forward the retention, tenure, and promotion committee’s recommendation to the candidate and president, by letter, as soon as possible after the conclusion of the retention, tenure, and promotion committee review.
In this letter, the retention, tenure, and promotion committee chair will report specific comments on the candidate's superior, satisfactory, or deficient performance in teaching, scholarship, and service, without direct attribution to the source of the comments.

The chair of the retention, tenure, and promotion committee also will report the results of any votes that are taken.

**Interview with the President**

Each candidate for promotion to the rank of professor will be interviewed by the president after the faculty retention, tenure, and promotion committee has completed its review and forwarded its recommendation.

**Notification by the President**

The dean will immediately notify candidates for tenure of the decision of the trustees. Following written notification by the president of a favorable decision by the board of trustees on promotion to the rank of professor, one's promotion will take effect with the start of the next academic year. If the decision on promotion is not favorable, then one's appointment will continue at the rank of associate professor.

**APPOINTMENT TO A NAMED PROFESSORSHIP**

On the recommendation of the president, the trustees of Illinois College may appoint members of the faculty to named professorships. The terms, conditions, and privileges of a named professorship shall be stated in a letter of appointment from the president.

**VISITING AND LIMITED TERM APPOINTMENTS**

Those on visiting appointments and limited term appointments are not eligible to apply for promotion in rank. However, subsequent appointments of the same persons may be made at a higher rank.
Chapter XII: About the Faculty Handbook

The dean is responsible for giving copies of the faculty handbook to all members of the faculty. Full-time members of the faculty are responsible for being thoroughly acquainted with all chapters and sections of the handbook. Part-time instructional staff are responsible for knowing and understanding sections of the handbook relevant to them.

Annual revisions to the faculty handbook are the joint responsibility of the president of the college and the faculty, and they must be approved by the trustees of Illinois College before final adoption. Nevertheless, policies and practices may be updated or revised between editions of the handbook if approved by the faculty and not opposed by the trustees.

REVISIGN THE FACULTY HANDBOOK

Review of Handbook by the Faculty Senate: The office of the dean shall keep track of policy changes that affect this handbook. During the summer, the dean’s office shall revise appropriate portions of the faculty handbook, producing an up-to-date handbook by the beginning of the academic year.

The faculty senate will review the faculty handbook in the fall semester of each academic year and recommend any revisions it deems appropriate to the faculty in time for a first reading and discussion of the proposed revisions no later than the March faculty meeting.

Revisions Initiated by the Faculty: Changes to Chapter II of this handbook are decided solely by the Faculty. Such revisions may be proposed by any member(s) of the faculty. Approved changes shall be communicated to the Board of Trustees, which reserves the right to prevent them from taking effect and returning them to the Faculty for reconsideration, if a majority of trustees at the next Board meeting so decide.

The faculty may propose revisions to other sections of this handbook by majority vote. The President shall present those revisions to the Trustees for approval. If the President does not concur with such Faculty revision, the President will communicate the points in which he/she differs from the Faculty to the Faculty and the Trustees in writing.

Revisions Initiated by the President: The president may propose revisions to the faculty handbook by written notice to the faculty.

Revisions Initiated by the Board of Trustees: The president shall also report to the faculty any revisions proposed by the board of trustees.

Faculty Discussion of Proposed Revisions

The faculty shall have the opportunity to discuss proposed revisions of the handbook at two consecutive faculty meetings, after which the president will present all revisions approved by the faculty to the trustees. If a majority of the faculty votes against any revision proposed by the president or the trustees, the faculty secretary will communicate the faculty’s position to the president in writing, and the president will present that communication to the board of trustees.
Final Approval and Implementation of Handbook Revisions

All revisions to the faculty handbook, (except those to Chapter II initiated by the faculty), whether initiated by the faculty, the president, or the trustees, take effect upon their approval by the board of trustees and their distribution to the faculty.

The dean is responsible for providing copies of any changes to the handbook to all full-time members of the faculty, once those changes have been approved by the board of trustees.
Statement On Intellectual Integrity
[Adopted by the Faculty, April 1, 1968]

I. Preamble
Intellectual integrity is an essential condition for the health of an academic community and is vital to the achievement of its intended objectives. Consequently, any effort on the part of a person to submit work which is not his own in fulfillment of course or examination requirements cannot be tolerated.

II. Policy
1) The use or attempted use of any form of notes, tables, books or other devices in the writing of an examination or test of any kind is strictly prohibited except in those instances where an instructor prescribes the use of given materials.
2) The use of quotations or close paraphrasing of any source of material without proper punctuation marks and proper credit to the source is a violation of intellectual integrity. All sources used in the preparation of a paper or other assignments should be listed in the bibliography and specific quotations and references should be indicated by footnotes, either within the text or at the bottom of the page. (The use of an occasional synonym to alter material slightly is not a proper use of source materials; the material should be summarized in the student's own words except in those instances where exact quotations are used.)
3) A student giving or receiving aid by any means, including notes, signs, words or gestures is guilty of cheating. There is no difference between giving and receiving such aid.
4) The submission of work which is not the actual accomplishment of the person submitting it is a violation of intellectual integrity.
5) Assistance in typing or proofreading a paper is not considered improper unless specifically forbidden by the instructor.

III. Penalties
1) Cheating in any form and to any degree is clearly wrong. However, a distinction may be made between the casual and impetuous act of cheating on a quiz or examination and the deliberate and “premeditated” form of cheating involved for example in bringing books or crib materials into the examination or in plagiarizing material in a paper. The former kind of cheating may result in an “F” in that particular test. Cheating on a major paper or deliberate and premeditated cheating on an examination will usually result in a failure in the course. Any “F” grade for a major portion of a course (such as an hour examination or a paper) should be reported by the instructor to the Dean of the College.
2) Instances of serious cheating will usually result in disciplinary charges being brought against the student and the student’s dismissal may result.
3) A student accused of a violation of intellectual integrity may upon written request obtain a review of the case. The review is to be conducted by a committee including representatives of the Educational Policies Committee and student representatives selected in a manner to be prescribed by Student Forum.
APPENDIX B

Charter of the Faculty Senate

In September, 1971, the Illinois College Faculty established an advisory council, which the faculty amended in December, 1981. In 2009, the charter was amended as follows:

1. This advisory council shall be called the SENATE.

2. Composition

   A. Membership:

      1. The senate shall consist of nine faculty. Three shall hold the rank of full professor, three shall hold the rank of associate professor, and three shall hold the rank of assistant professor/instructor.

      2. One full professor, one associate, and one assistant/instructor will be elected from each of the three divisions by election from the entire faculty. The candidates in each of the 9 categories who receive the most votes shall be elected. The chair and secretary of the senate are charged with carrying out this election. If, in any category, there is a tie for first place, there will be a run-off election between the candidates who have tied.

      3. The President and the Dean of the College shall be members ex-officio.

      4. Faculty members of the senate shall elect a chair and secretary after elections are complete, before graduation.

         a. The chair shall be a full professor. S/he will convene and moderate all meetings of the senate.

         b. The secretary shall be an associate or full professor. S/he will maintain a written record of the senate’s work.

   B. Terms of Service

      1. Each faculty senate member shall be elected for a three year term. If a faculty member’s sabbatical or other leave occurs during this term, election for a temporary replacement shall follow the election procedure as outlined above.

      2. An exception to these terms will occur with the first election. At that time, a Division 1 full, Division 2 associate, and a Division 3 assistant/instructor will be elected to three year terms; a Division 2 full, Division 3 associate, and Division 1 assistant/instructor will be elected to two year terms; and a Division 3 full, Division 1 associate, and Division 2 assistant/instructor will be elected to one year terms.

      3. Elections and eligibility
APPENDIX B

a. Elections for the Faculty Senate will be held in April of each academic year.

b. Persons should normally not serve simultaneously on the Faculty Senate and the Faculty Retention, Tenure and Promotion Committee.

c. After completing a term of service, a faculty member cannot be re-elected until two years have passed.

3. It shall meet on the call of the President, the Dean or its own chair.

4. It shall fulfill its advisory functions in any of several ways:

   A. As a body.

   B. Through an executive committee consisting of the Chair and two members, one each from the two divisions not represented by the Chair, such members being elected by the Senate to serve for that year. This election shall take place after the new chair is elected and before graduation.

   C. A Senate subcommittee, the Dean’s Advisory Committee, is an important part of the advisory function of the Senate. This Senate subcommittee consists of one tenured member from each of the three academic divisions of the College and a tenured representative for interdisciplinary programs (if practicable, within the composition of the Senate). The DAC meets regularly with the Dean of the College regarding policy matters and other issues on which the Dean seeks advice. This subcommittee also considers requests for student/faculty research funding. This committee reports regularly on their deliberations and recommendations to the Faculty Senate.

   D. Through such special committees as the Senate may elect or authorize its chair to appoint.

5. The advisory functions of the Senate and its general method of operation shall be as follows:

   A. It shall facilitate an annual faculty review of the administration.

   B. It shall advise with any of the officers of administration on any matters brought to it.

   C. It shall elect representatives to meet with the Faculty Trustee subcommittees on Long Range Planning, Enrollment Management, and Academic Affairs.

   D. It shall be consulted by the President in any matters that involve dismissals for financial exigency.

   E. It will elect a representative to the campus budget committee.
F. It shall bring to the attention of any of the officers of the administration any items which, in its judgment, should be brought to their attention.

G. It shall serve as the primary body of appeals for the faculty.

H. It shall conduct yearly reviews of the Faculty Handbook.

I. It shall confer with any faculty member on matters of concern to the faculty member.

J. It shall be particularly interested in discovering and in implementing means through which new members of the faculty can receive help and encouragement in fulfilling their responsibilities in the college community, and especially in their teaching.

K. It shall be concerned with the general welfare of the College, and especially with supporting the scholarly competence of the faculty.
PREAMBLE

Illinois College is a co-educational institution of higher learning providing a four-year educational program leading to the baccalaureate degree. All property of the College is owned by and the affairs of the College are governed and administered by a corporation created by special act of the Legislature on February 19, 1835, and named “The Trustees of Illinois College.” The governance of the corporation and of the College is vested in the Board of Trustees.

ARTICLE I

BOARD AUTHORITY AND RESPONSIBILITIES

Section 1. The Board of Trustees shall have and exercise those corporate powers prescribed by law and permitted by these By-Laws and the Charter. Its ultimate authority is affirmed through its general, academic, and financial policy-making functions and its responsibility for the corporation's financial health and welfare. The Board of Trustees shall exercise ultimate institutional authority as set forth in these By-Laws and in such other policy documents as it deems to be appropriate. These By-Laws and other Board policy statements shall take precedence over all other institutional statements, documents, and policies.

Section 2. The Board's authority shall include but shall not be limited to these illustrative functions:

- Determine and periodically review Illinois College’s mission and purposes.
- Elect the President, who shall be Illinois College’s chief executive officer, and set appropriate terms of employment, including compensation.
- Approve the terms of employment of other key institutional officers who serve at the pleasure of the President.
- Support the President and annually assess the President’s performance based on mutually agreed goals and other criteria.
- Review Illinois College’s academic and student life programs and other major enterprises and approve proposed changes thereto consistent with the College’s mission, plans, and financial resources.
- Review and approve institutional policies bearing on faculty appointment, promotion, tenure, and dismissal as well as personnel policies for other categories of employees.
• Approve the annual budget and tuition and fees, regularly monitor Illinois College’s financial condition, and establish policies affecting all institutional assets, including investments and the physical plant.

• Participate actively in strategies to secure sources of support, and authorize College officers to accept gifts or bequests subject to Board policy guidelines.

• Authorize any debt financing and approve the securitization of loans.

• Authorize the construction of new buildings and major renovations of existing buildings.

• Authorize the purchase, sale, and management of land, buildings, and major equipment.

• Approve policies that contribute to the best possible environment for students to learn and develop their abilities.

• Approve policies that protect academic freedom and contribute to the best possible environment for the faculty to teach, pursue their scholarship, and perform public service.

• Approve all earned and honorary degrees as recommended by the Faculty and President.

• Serve actively as advocates for the College in appropriate matters of public policy in consultation with the President and other responsible parties.

• Periodically assess the Board’s performance.

ARTICLE II
BOARD OF TRUSTEES

Section 1. The Board of Trustees shall consist of not more than 30 members, of whom 24 may be Charter Trustees elected by the Board for a ten-year term, five Alumni Trustees elected by the Board upon nomination by the Alumni Association for a five-year term, and the President of the College, who shall be ex-officio a non-voting member.

Section 2. New Charter Trustees and incumbent members of the Board of Trustees who are eligible for re-election normally shall be elected at the Board’s Annual or regular meetings by a majority of the Trustees then in office. They shall begin their terms at the meeting following their election or re-election.

Section 3. Charter Trustees shall serve for a ten-year term and shall be eligible for election to a maximum of two terms. Alumni Trustees shall serve for a five-year term and may not succeed themselves as Alumni Trustees.
Section 4. Incumbent Charter Trustees serving at the adoption of these By-Laws may continue to serve on the Board until the thirtieth day of June following their 72nd birthday, at which time they shall automatically retire pursuant to Article I, Paragraph 1(2) of the By-Laws of the Trustees of Illinois College adopted October 21, 1972 and revised periodically through February 17, 2001. Incumbent Alumni Trustees serving at the adoption of these By-Laws shall continue to serve out their five year term as set forth in Article I, Paragraph 1(1) of said October 21, 1972 By-Laws of the Trustees of Illinois College.

Section 5. All Trustees serve at the pleasure of the Board. A Trustee may be removed from the Board by an affirmative vote of two-thirds of the Trustees. The President’s role as ex-officio Trustee terminates whenever he or she ceases employment as President. Removal of a Trustee shall be proposed at one Board meeting and voted on at the following meeting.

Section 6. The Trustees and Nominations Committee shall recommend candidates for election or re-election to the Board for Charter Trustees. Such nomination shall occur at least thirty days prior to the meeting of the Board of Trustees at which the election of the candidate would occur. Notice of such nomination shall be given to members of the Board of Trustees at least thirty days prior to the date of election of a candidate.”

Section 7. Nominations for Alumni Trustees shall be made by written communication to the Board from the governing body of the Alumni Association following election by the alumni. One Alumni Trustee shall be elected by the Board in the Spring of each year to take office July 1st of that year.

Section 8. Upon recommendation of the Trustees and Nominations Committee, Trustees who have served with distinction may be elected by the majority of Trustees as Trustees Emeriti. Membership shall be for life. Trustees Emeriti shall be eligible to serve on Board committees, and they shall speak freely at all Board and committee meetings, except that Trustees Emeriti shall not serve on the Executive Committee. They shall have no right to vote, to be officers, nor to chair committees of the Board. They shall not be counted in determining whether a quorum is present for any Board or committee meeting. Trustees Emeriti shall be sent notices and minutes of all Board meetings and they shall be encouraged to attend Board meetings or otherwise accept special assignments that are helpful to the Board of Trustees and the College.

ARTICLE III
OFFICERS OF THE COLLEGE

Section 1. The officers of Illinois College shall be a Chair, Vice Chair, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, President of the College (hereinafter, “the President”), Vice President for Academic Affairs, Vice President for Business Affairs, Vice President for Student Affairs, Vice President for Advancement, Vice President for Enrollment Management and other such vice presidents and officers as the Board of Trustees shall authorize. All officers shall serve at the pleasure of the Board of Trustees, except for the vice presidents, who shall serve at the pleasure of the President in consultation with the Board of Trustees.
Section 2. The Chair, Vice Chair, Secretary, and Treasurer shall be Trustees. The President shall be ex-officio a member of the Board of Trustees without power to vote, and the President’s presence at meetings shall not be counted as part of quorum determinations. The other College officers need not be members of the Board.

ARTICLE IV
TERMS AND RESPONSIBILITIES OF THE CHAIR AND VICE CHAIR OF THE BOARD OF TRUSTEES

Section 1. The Chair and Vice Chair shall be elected annually upon nomination by the Trustees and Nominations Committee. The Chair shall serve for no more than five one-year terms, except that the Board may approve up to five additional annual terms. The Vice Chair shall serve for no more than five terms of one year. Vacancies may be filled at any time by a majority vote of the members of the Board, but election or re-election shall normally take place at the Annual meeting.

Section 2. The Chair shall preside at all Board and Executive Committee meetings, have the right to vote on all questions, appoint committee chairs and vice chairs, determine the composition of all Board committees (with the exception of the Executive Committee), and otherwise serve as a spokesperson for the Board. The Chair shall serve as chair of the Executive Committee and shall have the power to vote. The Chair shall also be ex-officio a non-voting member of all other standing and ad hoc or special committees of the Board. The Chair shall also have other duties and authority as the Board may prescribe from time to time.

Section 3. In the absence of the Chair, the Vice Chair shall perform the duties of the office of the Chair, including presiding at Board and Executive Committee meetings. The Vice Chair shall have other powers and duties as the Board may from time to time prescribe and may or may not be nominated to succeed the Chair when a vacancy occurs, as the Trustees and Nominations Committee determines.

ARTICLE V
TERM AND RESPONSIBILITIES OF THE SECRETARY AND ASSISTANT SECRETARY

Section 1. The Secretary and Assistant Secretary shall be elected annually upon nomination of the Trustees and Nominations Committee and shall serve for unlimited terms of one year. Vacancies may be filled at any time by a majority vote of the members of the Board, but election or re-election shall normally take place at the Annual meeting.

Section 2. The Secretary shall ensure that the Board of Trustees is acting in accordance with these By-Laws, that By-Law amendments are promptly made as necessary, that full and accurate minutes of all proceedings of the Board and Executive Committee are kept and promptly distributed to all Trustees and Trustees Emeriti, that meetings are properly scheduled and Trustees and Trustees Emeriti are notified, and that Board policy statements and other official records are properly maintained. The Secretary shall perform other duties as prescribed from time to time by the Board and may be assisted in all duties by a staff member designated by the President.
Section 3. The Assistant Secretary, in the absence of the Secretary or when requested by the Secretary, shall perform the duties of the Secretary.

Section 4. The Secretary or Assistant Secretary shall attest and affix the corporate seal of the College to all documents executed in the name of the College whenever required or appropriate.

ARTICLE VI
TERM AND RESPONSIBILITIES OF THE TREASURER AND ASSISTANT TREASURER

Section 1. The Treasurer and Assistant Treasurer shall be elected annually upon nomination of the Trustees and Nominations Committee and shall serve for unlimited terms of one year. Vacancies may be filled at any time by a majority vote of the members of the Board, but election or re-election shall normally take place at the Annual meeting.

Section 2. The Treasurer may serve as chair of the Investment Sub-Committee of the Business Affairs Committee of the Board of Trustees and, when directed by the Board, shall execute as Treasurer evidences of indebtedness or other documents requiring the signature of the Treasurer. The Treasurer shall also perform such other duties as may from time to time be assigned by the Board or its Chair.

Section 3. The Assistant Treasurer, in the absence of the Treasurer or when requested by the Treasurer, shall perform the duties of the Treasurer.

ARTICLE VII
TERM, AUTHORITY, AND RESPONSIBILITIES OF THE PRESIDENT OF THE COLLEGE

Section 1. The President serves at the pleasure of the Board of Trustees for such term, compensation, and with such other terms of employment as the Board shall determine.

Section 2. The President shall be the College’s chief executive officer and the chief adviser to and executive agent of the Board of Trustees. The President’s authority is vested through the Board of Trustees and includes responsibilities for all College academic and managerial affairs. The President shall be responsible to the Board for the effective functioning of the academic program and the proper conduct of the business affairs of the College. The President is also responsible for leading the College, implementing all Board policies, keeping the Board informed on appropriate matters, and consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions. The President serves as the College’s designated spokesperson, and may designate others to speak on behalf of the College. The President has the authority to execute all documents on behalf of the College and the Board of Trustees consistent with the Charter of the College, these By-Laws, Board policies, and the best interests of the College. The President serves ex-officio as a non-voting member of all Board committees. The President may, however, be excluded from any meeting or session of the Board or any committee that meets to evaluate the
President’s performance, future term, and/or compensation. The President may also be excluded from any Board or committee meeting which discusses any audit performed for the College.

Section 3. The President may make reasonable delegation of authority in academic affairs to the Vice-President for Academic Affairs; in business affairs to the Vice-President for Business Affairs; in student affairs to the Vice-President for Student Affairs; in advancement and development to the Vice-President of Advancement; in student recruiting to the Vice-President for Enrollment Management; and in intercollegiate athletic programs and direction of the facilities which support the College’s sports programs, fitness, and recreation programs, to the Director of Athletics.

Section 4. The President shall make a report to the Board of Trustees concerning the academic program and business affairs of the College at least ten days prior to each regular meeting and may supplement such reports from time to time as the President deems desirable. The President shall also present to the Board or to any of its committees such information and recommendations as the President or the Board shall have deemed pertinent to the welfare of the College.

Section 5. The President shall on behalf of the College enter into employment contracts with all officers, administrative staff, and faculty of the College, and the President shall fix their salaries within the schedules established by the Board of Trustees. The President may make initial appointments for one year in the ranks of Instructor and Assistant Professor without reference to any committee. For appointments in the ranks of Professor and Associate Professor, and for appointment of a Vice President for Academic Affairs and Librarian, the prior approval of the Academic Affairs Committee shall be obtained. For the appointment of a Vice President for Business Affairs, the prior approval of the Business Affairs Committee shall be obtained. For the appointment of a Vice President for Student Affairs, the prior approval of the Student Affairs Committee shall be obtained. For appointment of a Vice President for Advancement or Vice President for Enrollment Management, the prior approval of the Advancement and Enrollment Committee shall be obtained. For all other appointments no committee approval shall be required.

Section 6. The President shall have no authority to enter into any contract or term thereof obligating Illinois College to performance lasting more than one year. Any employment contract or provision thereof with a Vice President that places an obligation on the College lasting more than one year must be approved by the appropriate committee as set forth in the above Section 5 of this Article. Except for the appointment of certain faculty members as set forth in Article XIII, Section 3(A), for any other contract or provision thereof that obligates the College to a term of more than one year, such contract must be approved by the Business Affairs Committee.

ARTICLE VIII
TERMS, AUTHORITY, AND RESPONSIBILITIES OF THE VICE PRESIDENTS

Section 1. Vice President for Academic Affairs. The Vice President for Academic Affairs shall be the chief academic officer of the College and serve as Dean of the College. In the event of the death, incapacity, or extended absence of the President, the Vice President for Academic Affairs shall perform the duties of the President until the Board of Trustees elects a President or Interim President. The Vice President for Academic Affairs shall have such other authority and responsibilities and perform such other functions as the President shall determine.
Section 2. Vice President for Business Affairs. The Vice President for Business Affairs shall be the chief financial and business officer of the College and shall serve as Business Manager. If elected by the Board of Trustees, this officer shall serve as Assistant Treasurer of the Board of Trustees and of the corporation. The Vice President for Business Affairs shall have such other authority and responsibilities and perform such other functions as the President shall determine.

Section 3. Vice President for Advancement. The Vice President for Advancement shall be chief development officer of the College. The Vice President for Advancement shall have such other authority and responsibilities and perform such other functions as the President shall determine.

Section 4. Vice President for Student Affairs. The Vice President for Student Affairs shall be the chief student affairs officer of the College and serve as Dean of Students. The Vice President for Student Affairs shall have such other authority and responsibilities and perform such other functions as the President shall determine.

Section 5. Vice President for Enrollment Management. The Vice President for Enrollment Management shall be the chief enrollment officer of the College. The Vice President for Enrollment Management shall have such other authority and responsibilities and perform such other functions as the President shall determine.

Section 6. All other vice presidents shall serve for such terms and have such authority and responsibilities as the President shall determine in consultation with the Board of Trustees.

ARTICLE IX
MEETINGS

Section 1. The Board shall meet in regular session on the third Saturday in October, the fourth Saturday in February, and the Saturday before Commencement which shall be the Annual Meeting. Written notice of each meeting shall be given 30 days in advance.

Section 2. The Annual Meeting shall be held on the College campus, and other regular meetings shall be held there unless the Chair of the Board shall direct a different location in the notice of the meeting.

Section 3. The Chair of the Board with the concurrence of the President of the College may change the October and February meetings to a date seven days prior to or seven days following their normal dates, provided notice of such change is given 30 days prior to such normal date and such revised date.

Section 4. Special Meetings shall be held on call of the Chair of the Board, Secretary of the Board, President of the College, or on the written request of seven voting Trustees upon five days’ written notice of such meeting. The notice of call for any special meeting shall be prepared and sent by the Chair, Secretary or President, and such notice shall state clearly the subjects to be considered at such meeting. Business at such special meetings shall be confined to the stated purpose.
Section 5. At all meetings of the Board a majority of the voting Trustees currently serving shall constitute a quorum. Attendance at any meeting by the President of the College shall not count toward the quorum. Except as otherwise provided in these By-Laws, a majority vote of those members present with a proper quorum shall constitute proper action by the Board of Trustees.

Section 6. Executive Session. The Board may go into executive session at any meeting, or any portion thereof, as the Chair determines is necessary, so as to include only Charter and Alumni Trustees having the right to vote. The Chair may also invite Trustees Emeriti to meetings or portions thereof conducted in executive session.

ARTICLE X
COMPOSITION, PURPOSES, AND RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE

Section 1. An Executive Committee shall be appointed at the Annual Meeting for a term of one year beginning July 1. The Executive Committee shall have 11 members composed of the Chair, Vice Chair, Secretary, Treasurer, the Chairs of the Standing Committees, and the President of the College ex-officio. The President shall be without vote, and shall not be counted as part of a quorum for the purpose of transacting business. If an officer also serves as chair of a Standing Committee, then another member of the Board recommended by the Trustees and Nominations Committee or nominated from the floor may be elected to serve on the Executive Committee. When the Chair of a Standing Committee cannot attend a meeting of the Executive Committee, the Vice Chair of that Standing Committee should be called to serve. The Chair, Vice Chair and Secretary of the Board shall serve as Chair, Vice Chair and Secretary, respectively, of the Executive Committee.

Section 2. The purpose of the Executive Committee is twofold: (1) It shall serve at the pleasure of the Board as its agent in helping the Chair and the President address business between regular Board meetings, and (2) it shall assist the Chair and the President with their joint responsibility to help the Board function effectively and efficiently by suggesting Board meeting agenda items and periodically assessing the quality of committee work. The Executive Committee shall have authority to act for the Board of Trustees on all matters except for the following, which shall be reserved for the Board: presidential selection and termination; Trustee and Board-officer election and removal; changes in institutional mission and purposes; changes to the Charter or By-Laws; incurring of corporate indebtedness; sale of college assets or tangible property; adoption of the annual budget; conferral of course or honorary degrees; rescission or overruling of previous actions of the Board; or any action which by the laws of Illinois, Charter of the College, or these By-Laws are reserved to the full Board or any specified committee thereof.

In addition to its authority to take action on matters that cannot or should not be deferred to the Board’s next scheduled meeting, the Executive Committee shall review the work of Board committees, the College’s planning process and progress on planning goals, the Board’s responsibility to support the President and assess the President’s performance, and review annually the President’s compensation and terms of employment.
APPENDIX C

Section 3. The Executive Committee shall meet as often as is necessary to conduct its business as the Chair and President determine and ensure that minutes are taken and promptly distributed to all Trustees. A majority of voting Trustee committee members shall constitute a quorum. A majority vote of these members present with a proper quorum shall constitute proper Committee action.

Section 4. The Chair may invite other Trustees, Trustees Emeriti, or non-Trustees to attend Executive Committee meetings. Any Executive Committee meeting, or any portion thereof, may be conducted in executive session so as to exclude the presence of non-Executive Committee members, or any class thereof, that in the Chair’s discretion should not be included.

ARTICLE XI
STANDING COMMITTEES

Section 1. The Chair of the Board, with Board approval, shall appoint at the Annual Meeting for a term of one year beginning July 1, the Chair, Vice Chair, and members of each of the following standing committees:

- Academic Affairs
- Student Affairs
- Business Affairs
- Enrollment
- Advancement and Long Range Planning
- Trustees and Nominations

Section 2. The Chair of the Board and the President of the College shall be ex-officio non-voting members of each standing committee. The Vice President for Academic Affairs shall be ex-officio a non-voting member of the Academic Affairs Committee and shall serve as secretary of the Committee. The Vice President for Business Affairs shall be ex-officio a non-voting member of the Business Affairs Committee and shall serve as secretary of the Committee. The Vice President for Student Affairs shall be ex-officio a non-voting member of the Student Affairs Committee and shall serve as secretary of the Committee. The Vice President for Enrollment Management shall be ex-officio a non-voting member of the Enrollment Committee, and shall serve as secretary of the Committee. The Vice President for Advancement shall be ex-officio a non-voting member of the Advancement and Long Range Planning & Advancement Committee, and shall serve as secretary of the Committee.

Section 3. The Trustees and Nominations Committee shall consist of no less than five and as many as seven voting members appointed to serve a three year term. The Audit Committee shall consist of at least three members, the majority of whom, including the Committee Chair, shall be Trustees or Emeriti Trustees. Members shall be eligible to serve as many as five consecutive one year terms. Other standing committees shall consist of not fewer than five nor more than twelve voting members. All other standing committee chairs, vice chairs, and members shall be Trustees or Officers of the College. A majority of the voting members of each committee of the Board shall constitute a quorum. A majority vote of those members present with a proper quorum shall constitute proper committee action.
Section 4. The standing committees shall meet on call of the chair of the committee or the President of the College. The President or the committee chair shall send written reports of their actions to the Board as soon as practical.

Section 5. The Academic Affairs Committee shall have the following powers and duties:

(A) To develop and perform periodic reviews that examine the academic and total educational program of the College, and consider policies and procedures in areas which relate to the academic program and make recommendations to the Board concerning these areas.

(B) To receive from the President of the College and review recommendations for promotion of Faculty to Associate Professor or Professor and for granting of tenure, and to forward to the Board for action the Committee’s recommendations.

(C) To propose to the Board for action a schedule of authorized salary ranges by rank for all teaching personnel.

(D) To confer not less than annually with such members of the Faculty as may desire to be present for the purpose of discussing any academic affairs affecting the welfare of the College, faculty or students.

Section 6. The Student Affairs Committee shall have the following powers and duties:

(A) To develop and perform periodic reviews of policies and procedures affecting students, such as the code of student conduct and the student handbook, and the rights, freedoms, and responsibilities of students, and make recommendations to the Board regarding these matters.

(B) To work with and assist the Vice President for Student Affairs with the student life programs.

(C) To confer not less than annually with representatives of the student body for the purpose of discussing matters which affect student life and welfare at the College.

Section 7. The Business Affairs Committee shall have the following powers and duties:

(A) To oversee, invest, and reinvest all funds of the College, and to oversee the Physical Plant of the College including grounds, buildings and equipment, making such inspections and such recommendations to the Board as it may deem appropriate.

(B) To authorize and contract for the sale of any real estate owned by the College other than real estate comprising part of the Physical Plant, and to authorize the President of the College or Chair of the Board to execute and the Secretary or Assistant Secretary of the Board to attest appropriate deeds of conveyance, and to sell any securities or other personal property of the College belonging to the Endowment, Plant, or Current funds or to special funds, and designate appropriate officers to execute instruments of transfer.
(C) To employ investment counsel with power to make and change investments of the Endowment Fund subject to such rules and limitations as the committee deems advisable, and at least twice a year to review with such counsel the holdings of the Endowment Fund.

(D) To recommend to the Board prior to the Annual Meeting a budget for the next fiscal year and cause the same to be mailed at least ten days in advance of the Annual Meeting to each member of the Board.

(E) To propose to the Board for action at the October meeting, or as soon thereafter as is possible, the amount of tuition, fees, board and room charges for the ensuing academic year.

(F) To determine and fix the proper amount of insurance to be carried on campus buildings and insurance required for other purposes.

Section 8. The Enrollment Committee shall keep under review any policies with regard to student recruitment, publicity and publications, and related areas, and make recommendations to the President of the College and Board relative thereto.

Section 9. The Trustees and Nominations Committee shall nominate Charter Trustees, Trustees Emeriti, the Chair, Vice Chair, Secretary, Assistant Secretary, Treasurer, and Assistant Treasurer. The Trustees and Nominations Committee shall also nominate candidates for honorary degrees. The Committee shall consider recommendations from the Faculty and any other appropriate sources for awarding honorary degrees.

Section 10. The Advancement and Long Range Planning Committee shall have the following powers and duties:

A. To keep under review any long range plans adopted or under consideration by the Board, and from time to time shall make recommendations to the Board for initiating, implementing, changing, or updating such plans.
B. To review policies with regard to alumni, parent and community relations, publicity and publications, fund raising, and related areas, and to make recommendations to the President of the College and Board relative thereto.
C. To propose to the Board programs for strengthening the financial resources of the College both in endowment and physical plant.
D. To oversee fund raising activities on behalf of the College.

Section 11. The Grievance Committee’s role is to study any policy or grievance and to make recommendations to the full Board for action thereon.

Section 12. The Audit Committee shall provide oversight of the College’s financial practices, internal controls, financial management, and standards of conduct, and to review the annual College audit prior to the October meeting of the Board.
ARTICLE XII
OTHER POWERS, DUTIES AND FUNCTIONS OF COMMITTEES

Section 1. The Chair or Board shall establish ad-hoc and special committees as from time to time are appropriate to the discharge of the Board’s responsibilities.

Section 2. The Board Chair shall appoint the chairs, vice chairs, and members of all ad hoc or special Board committees.

Section 3. Except for the Executive Committee and the standing committees, which shall be required to keep and distribute the minutes of all meetings, ad hoc and special committees shall decide whether written minutes are necessary and desirable and how they should be distributed to the Trustees.

Section 4. To facilitate advice and counsel necessary for their effective operation, all committees, at the request of the committee chair, may invite attendance and participation by non-trustee guests, including alumni, faculty, staff, parents, students, and others not associated with the College. Non-Trustee guests shall not be committee members nor shall they be entitled to vote. Non-voting guests invited to attend committee meetings shall not be counted toward the quorum required for effective committee action. However, as an exception to the foregoing provisions, non-trustee guests appointed by the Chair of the Board to serve on the Audit Committee shall be committee members entitled to vote.

Section 5. Non-trustees specifically appointed by the Chair of the Board to serve on a subcommittee shall be subcommittee members entitled to vote. Non-trustee guests invited to attend committee meetings by the subcommittee chair may attend and participate in subcommittee meetings but they shall not be committee members and they shall not be entitled to vote.

ARTICLE XIII
MEMBERSHIP, RESPONSIBILITIES AND COMPOSITION OF THE FACULTY

Section 1. Membership. The Voting membership of the faculty shall consist of the president of the College, the academic deans, all members of the teaching faculty and librarians holding the rank of instructor or above and employed by the College.

Section 2. Responsibilities. The Faculty, subject to the final authority of the Board of Trustees, shall:

(A) Prescribe requirements for admissions of students, courses of study, and conditions of graduation.

(B) Recommend to the Board candidates for degrees.

(C) Provide for the welfare and discipline of students.
(D) Make recommendations through the President to the Board or the Committee on Academic Affairs concerning educational policies.

Section 3. Academic Rank and Term of Appointment.

(A) Faculty shall be classified according to academic rank as Professor, Associate Professor, Assistant Professor, and Instructor. Initial appointments shall be for one year. Thereafter, subject to the provisions of sub-paragraph (B), Professors and Associate Professors may be given appointments not exceeding three years, Assistant Professors, appointments not exceeding two years, and Instructors, appointments of one year.

(B) At any time after one year of service at the College tenure may be granted by the Board of Trustees to members of the Faculty holding the rank of Professor or Associate Professor in accordance with policies heretofore or hereafter adopted by the Board.

ARTICLE XIV
INDEMNIFICATION

Each Trustee and Officer of the College shall be indemnified against all expenses actually and necessarily incurred by such Trustee or Officer in connection with the defense of any action, suit, or proceeding to which such Trustee or Officer has been made a party by reason of being or having been a Trustee or Officer. The College shall cover such expenses except in relation to matters in which the Trustee or Officer shall be adjudicated in such action, suit, or proceeding to be liable for gross negligence or willful misconduct in the performance of duty. The College shall also maintain appropriate trustee and officer liability insurance coverage.

ARTICLE XV
CONFLICT OF INTEREST

A Trustee shall be considered to have a conflict of interest if the Trustee (1) has existing or potential financial or other interests that impair or appear to impair the Trustee’s independent, unbiased judgment in the discharge of the Trustee’s responsibilities to the College; or (2) is aware that a member of the Trustee’s family has financial or other interests that would impair or appear to impair the Trustee’s independent judgment in the discharge of the Trustee’s responsibilities to the College. For the purposes of this provision, a family member is defined as a spouse, parent, sibling, child, or any other relative residing in the same household as the Trustee.

All Trustees shall disclose to the Board or relevant committee any possible conflict of interest at the earliest practical time. A Trustee with a conflict or possible conflict of interest may engage in discussions of such matters under consideration by the Board or committee provided that the conflict or possible conflict of interest has been previously disclosed to the Board or committee considering action. Unless the conflict is waived by the Board or committee, however, no Trustee with a conflict shall vote on such matters under consideration. The minutes of such meeting shall reflect that disclosure was made and that the Trustee with a conflict or possible conflict abstained
from voting or voted following a waiver of the conflict by the Board or committee. Any Trustee who is uncertain as to whether a conflict of interest may exist in any matter may request that the Board or committee resolve the question in the Trustee’s absence by majority vote.

To the extent that any non-Trustees participate on the Board committees or are otherwise invited to attend plenary or committee meetings, provide advice or counsel, make recommendations, or participate in any commission, advisory body or other body established by the Chair or the Board, all provisions of this Article XV shall also apply to each such non-Trustee.

ARTICLE XVI
FISCAL YEAR

The fiscal year shall begin June 1st and end May 31st of the following year.

ARTICLE XVII
REVIEW AND AMENDMENT OF BY-LAWS

Section 1. These By-Laws may be changed or amended at any meeting of the Trustees by a two-thirds vote of those present, provided notice of the substance of the proposed amendment is sent to all Trustees at least 10 days before the meeting, and provided that a quorum is present.

Section 2. These By-Laws shall be reviewed periodically by the Secretary of the Board of Trustees and the Executive Committee. The Secretary and the Executive Committee shall recommend any necessary changes to the Board of Trustees.

ARTICLE XVIII
EFFECTIVE DATE

These By-Laws shall be effective March 15, 2003.
Revised: 10/16/2004
Revised: 05/20/2006 Article II, Section 6
Revised: 10/21/06 Article XI, Section 1, 2, 8, & 10
Revised: 02/24/07 Article IV, Section 1; Article XI, Section 3, 7, 11, & 12; Article XII, Section 4; & Article XV
Revised: 02/23/08 Article II, Section 6; & Article XI, Section 3
Revised: 05/10/08 Article XI, Section 3
Revised: 05/09/09 Article XI, Section 7(E)
Revised: 02/27/10 Article II, Section 1& 6; Article IV, Section 1; Article XI, Section 3; & Article XII, Section 4 and 5

Revised: 10/9/10 Article XIII, Section 1
Revised: 02/16/11 Article II, Section 8

90
APPENDIX D

Charter of the Illinois College Faculty
Retention, Tenure, and Promotion Committee

I. Responsibilities of the Faculty Retention, Tenure, and Promotion Committee
   a. The sole purpose of the Faculty Retention, Tenure, and Promotion Committee is to conduct peer review evaluations regarding retention, tenure, and promotion of faculty. The committee makes recommendations to the President of the College regarding such matters.
   b. Reviews are conducted according to the timeline and procedures outlined in the Faculty Handbook.
   c. All matters and documentation pertaining to the review of a faculty member will be held in strict confidence.

II. Composition
   a. Membership:
      i. The committee shall consist of six faculty and the Dean of the College. Three faculty shall hold the rank of full professor with tenure. Three faculty shall hold the rank of associate professor with tenure. One full professor and one associate professor will come from each of the three divisions.
         1. Each Division will present to the chair of the committee by February 28 a slate of two full and two associate professors who will stand for election by March 31.
         2. Election from the slates shall be by the entire faculty. The candidates receiving over 50% of the votes in their respective categories shall be elected.
         3. The chair and secretary of the committee are charged with carrying out this election, with the exception of the first election, when the chair and secretary of the current Senate will do so as outlined separately.
      ii. Faculty members of the committee shall elect a chair and secretary after elections are complete, before graduation.
         1. The chair shall be a tenured full professor. S/he will convene and moderate all meetings of the committee.
         2. The secretary shall be a tenured associate or full professor. S/he will maintain a written record of the committee’s work and facilitate communication among all members of the committee.
   b. Terms of Service
      i. Each faculty committee member shall be elected for a three year term.
         1. If a faculty member’s sabbatical or other leave occurs during this term, election for a temporary replacement shall follow the election procedure as outlined above.
      ii. An exception to these terms will occur with the first election.
         2. At that time, the Division 1 full and Division 3 associate will be elected to one year terms; Division 2 full and Division 1 associate will be elected to two year terms; Division 3 full and Division 2 associate will be elected to three year terms.
APPENDIX D

c. Elections and eligibility
   i. Elections for the Faculty Retention, Tenure, and Promotion Committee will be held in March of each academic year as outlined in II.a.i.1.
   ii. Persons should not serve simultaneously on the Faculty Senate and the Faculty Retention, Tenure, and Promotion Committee.
   iii. After completing a term of service, a faculty member cannot be re-elected until two years have passed.

III. Appeals Process
Faculty who have applied for tenure and/or promotion may use this appeals process to challenge any unfavorable decision by the Faculty Retention, Tenure, and Promotion Committee (RTP). An unfavorable decision is defined as a recommendation to not tenure and/or a recommendation to not promote the candidate.

Faculty on continuing appointments may use the grievance procedure (outlined in Appendix E) to appeal any unfavorable decision by RTP. An unfavorable decision is defined as a recommendation for non-reappointment.

If RTP reaches an unfavorable decision for any candidate standing for promotion or tenure, that faculty member may make a request to RTP to reconsider RTP’s decision on the merits of the case. Appeals on the grounds of violations of procedure may be made to an Ad Hoc Committee, formed by the faculty Senate. The procedures for request to reconsider or appeals based on violations of procedure are set forth below.

A. Request to Reconsider the Merits of the Case

1. If RTP reaches an unfavorable decision for any candidate standing for promotion or tenure, RTP will send a letter to the candidate informing the candidate of RTP’s unfavorable decision. The Office of Academic Affairs will send the candidate an electronic version of the letter. This letter will contain information about the strengths and challenges of their case and it will be copied to the President. RTP must inform the candidate of this unfavorable decision, in writing, by the end of the fall term. The letter from RTP will be dated no later than the due date for fall grades. This letter will communicate the tally of the votes from RTP.

2. The candidate will have 21 days from the date of that letter to file a Request to Reconsider to RTP, but the candidate must wait at least 7 days to respond to RTP’s letter. (This will allow RTP time to review the case at the beginning of the next semester.) The candidate must submit to RTP any corrections, errors, or clarifications of any of the challenges or strengths in the letter with the Request to Reconsider. This request must be in writing and only one request may be made. The candidate may not introduce new material into their portfolio, but they may present evidence that challenges any errors that RTP has relayed in their original communication. RTP will decide if the information provided is relevant and if the information addresses the merits of the case or if it is a clarification of challenges or strengths.
3. RTP will review the candidate’s request within 21 days of the date on which the date of the candidate’s request is received in the Office of Academic Affairs and draft a final decision and recommendation. The Office of Academic Affairs will notify the candidate of the date of receipt. This final decision will include RTP’s response to the candidate’s Request for Reconsideration along with RTP’s final recommendation. The final recommendation of RTP, whether favorable or unfavorable, will then be sent to the President and copied to the candidate. This letter will also communicate the tally of the votes from RTP.

4. If the candidate does not request to reconsider the merits of the case or appeal on the basis of violation of procedures, the initial letter and recommendation from RTP will stand as the final recommendation to the President.

B. Appeal on the Basis of Violation of Procedures

1. A faculty member standing for tenure or promotion may appeal an unfavorable decision by RTP on the basis of violation of procedures. The Ad Hoc Appeals Committee (AHAC) will only consider violations of procedures that adversely affected the outcome of the candidate’s case. In order to begin an appeal on the basis of violations of procedures, a candidate must either first file a Request to Reconsider their case before RTP (see section III A. above) or they must waive their right for a request to reconsider their case and directly appeal on the basis of violation of procedures. Violation of procedures are defined as:

* Violations of any of the RTP procedures used to review candidates.
* Decisions by RTP rendered on the basis of gender, sexual orientation, religion, race, or violations of academic freedom.
* Decisions made by RTP using criteria outside the standards articulated in the Faculty Handbook (Ch. V and VI).
* Violations of confidentiality by evaluators and/or RTP members.

2. A candidate must send a written notification to the Chair of the Faculty Senate of their intent to appeal their case on the basis of violation of procedures. In this notification the candidate must indicate either that their case was reconsidered by RTP on the basis of merit or that they waived their right for reconsideration on the basis of merit. This written notification must be sent no later than 7 days after the date of the final recommendation by RTP if the candidate has made a motion to RTP to reconsider the merits of their case or within 21 days after notification from RTP of an unfavorable decision during the fall term if the candidate waives his or her rights to reconsideration on the merits.

The Senate will appoint an Ad Hoc Appeals Committee (AHAC), based on procedures outlined below (see section III C.), within 7 days from the date of notification for appeal. The Senate will also notify the President that the candidate’s case is under appeal. This notification will also be copied to the candidate and to RTP.

3. The candidate must submit all materials for the appeal directly to the Chair of the AHAC within 7 days after the candidate receives notification, from the Senate Chair, that the
AHAC was formed. The Senate Chair will notify the candidate of the date of receipt. The candidate must submit the following materials to the Chair of the AHAC:

* A statement of facts
* A statement of the basis for the appeal
* A brief argument with any accompanying evidence
* A statement as to the outcome requested by the candidate

4. The Ad Hoc Appeals Committee (AHAC) will review the case and send a final report on the appeal to the President within 30 days of the receipt of the materials. The Committee may request a maximum 15-day extension. However, in no case may that 15-day extension go beyond April 1. A request for extension is made to the Senate Chair for good cause only. The Senate Chair will decide if the request for the extension is valid.

5. The AHAC will review the matter based on the candidate’s stated basis for appeal. In the course of their investigation, AHAC will have unencumbered access to the candidate’s portfolio, including the confidential letters of evaluation. AHAC may also ask for information, in writing, from any members of RTP or from the committee as a whole. RTP members shall respond substantively in a timely way to questions from AHAC. All requests must be copied to the Chair of RTP regardless of whether the request is to an individual member of RTP or RTP as a whole. All communication will be in writing. E-mail communication may also be used by all parties involved in the case. All communication will be confidential.

6. The Ad Hoc Appeals Committee will send a detailed report on its findings to the President, listing any violations in procedures, along with one of two final recommendations:

i. Recommendation to the President to affirm the decision of the RTP either on the basis that no procedural violations were found, or that no violations were judged to be serious enough to adversely affect the candidate’s case.

ii. Recommendation to the President not to affirm the decision of RTP on the basis that violations were judged to be serious enough to adversely affect the candidate’s case and to initiate another review of the candidate’s portfolio or any suggested steps to rectify the situation.

The detailed report will indicate the number of violations found, the basis for the finding, and the severity of the violations found, if any. The AHAC will only consider violations of procedures that adversely affected the outcome of the candidate’s case. The AHAC will not seek out violations that are not brought forward by the candidate in their appeal documents. If, however, in the course of their review the AHAC finds procedural violations extrinsic to the appellant's statement, these violations may be considered by the AHAC. The detailed report will be copied to the candidate and to RTP.

7. The President will review the recommendations of the AHAC and make his or her decision which will include one of two actions:

i. Affirm the RTP decision.
ii. Not affirm the RTP decision and initiate another review of the candidate’s portfolio in whatever manner the President deems appropriate or take any appropriate steps to rectify the situation.

The President will send a written notification of his or her decision to the candidate. This notification will be copied to the AHAC and to the RTP. The President will make his or her final recommendation to the Board of Trustees.

C. Configuration of the Ad Hoc Appeals Committee

1. Three tenured members of the faculty will serve on an Ad Hoc Appeals Committee (AHAC), drawn from a standing committee (Appeals Committee) of 6 members elected by the faculty each spring. The pool of candidates eligible to serve will be drawn from former RTP members (or former Senate members before RTP was formed) from the last 6 years. The appeals committee will have the following parameters:
   * Members must not be current members of RTP.
   * Members must be tenured.
   * Members must not be members of the same department as the appellant, nor related to the appellant. Members must not have an on-going or past intimate relationship with the candidate. Any member should recuse himself/herself where a conflict of interest arises.
   * If possible, members should not have written formal evaluation letters for the candidate’s file.

2. The Senate will appoint 3 members from the 6 faculty serving on the standing committee (Appeals Committee) to form the Ad Hoc Appeals Committee for each case. Appointment will be made on the basis of seniority (rank, then number of years served, then alphabetical) and the Senate will also appoint members in order to avoid any conflicts of interest. The senior member of an Ad Hoc Appeals Committee will act as Chair of the committee. In the rare case that 4 or more members are not eligible to serve on the AHAC the Senate may appoint another faculty member who is eligible to serve.

IV. Review, Revised, and Publicize RTP Procedures

The Retention, Tenure, and Promotion Committee will review and, possibly, revise the Retention, Tenure, and Promotion Committee Procedures each year by March 1, and announce to the faculty that this has been done. If the Retention, Tenure, and Promotion Committee has made changes to the Procedures they must report these changes to the faculty at a faculty meeting, no later than the faculty meeting in March. This document will be posted in a location that is accessible to all members of the faculty. Violations of these Procedures that might adversely affect the outcome of a decision may be the basis for an appeal.
APPENDIX E

Grievance Procedure
(A function of the Faculty Senate)

Purpose: The Grievance Procedure provides for hearing cases where a faculty member feels improperly or unjustly treated, denied academic freedom, or the subject of discrimination as defined by Illinois College policies on non-discrimination. In cases in which the alleged unjust treatment is sexual harassment or sexual assault, that person who believes themself to be sexually harassed or sexually assaulted should follow college procedures designed for those problems.

The Grievance Hearing Panel shall serve in an investigative and advisory capacity.

In cases where a Hearing Panel agrees with the aggrieved faculty member that an administrative decision or colleague’s action was not in accord with Illinois College rules, the Panel may request of the decision-making body a reconsideration of the decision.

In the event that the Hearing Panel determines that the existing rules are unjust, the panel may recommend revision to the appropriate authority.

In the event that a faculty member is judged by the Hearing Panel to be improperly treated by faculty or administrators at Illinois College, the Hearing Panel may recommend a change in the grieving faculty member's treatment and may recommend to the offending person’s supervisor disciplinary or corrective actions.

Procedures

1. Informal resolution. All problems and disputes must begin by using existing mechanisms for resolution, for example, seeking informal resolution or redress through appropriate persons, such as a department chair, program coordinator, Dean of the college, or professional mediator. Only after such informal means have been undertaken thoroughly and exhausted, may a faculty member move to the process of formal grievance.

2. Initiation of a formal grievance. A faculty member initiates a grievance formally by presenting a written document to the Senate President stating the nature of the grievance. This document must be dated and presented to the Senate President in person. The document must indicate the informal resolution which has previously been attempted and give the reason why informal resolution has not been successful. The calendar of responses to this grievance use the date upon which the Senate President receives this document as starting point.

   a. Should a grievance be presented to the Senate President without information about informal resolution, the document does not yet satisfy the requirements for a formal
grievance and the calendar does not begin. Instead, the Senate President will discuss with the person presenting the grievance the need for informal resolution.

i. If such informal resolution has not been attempted, the Senate President will inform the person that the grievance procedures cannot begin without the attempt at informal resolution.

ii. If such informal resolution has been attempted, but the Senate President determines the informal processes have not been exhausted, the Senate President shall direct the person to pursue informal resolution further. To this end, the Senate President will provide in writing a list of the possible informal processes. The calendar for a formal grievance shall not begin until the Senate President is satisfied that all informal means from this list have been exhausted.

iii. If informal resolution has been attempted, but no information has been provided to the Senate President about this informal resolution, the calendar for the formal grievance procedures shall not begin until such information is presented to the Senate President.

iv. The Senate President may consult with the Dean and/or President of the College concerning the sufficiency of informal resolution attempted.

b. Upon receiving the document satisfactorily initiating a formal grievance, the Senate President shall provide a copy of it to the party or parties grieved against within two working days. The Senate President shall provide a copy of any document seeking to initiate a formal grievance to the Dean of the College on the same day.

i. A working day shall be defined as a day upon which Illinois College has classes, exams, a reading day, or day of student presentations.

c. The Dean of the College shall serve as advisor to the Senate President and any members of a Hearing Panel. All information about the grievance shall be available to the Dean of the College. If the Dean of the College is named as a party to the grievance, the Senate President and any members of a Hearing Panel shall consult instead with the President of the College.

3. **Confidentiality.** The members of the Senate and members of any Hearing Panel shall keep all information about the grievance confidential, except for conversations with the Dean, President, or appeal body, and appropriate conversations with the parties to the grievance and witnesses.

4. **Convening of a Hearing Panel.** Within ten working days of the Senate President receiving the written document satisfactorily initiating a grievance, the Senate will form a Hearing Panel. This Hearing Panel will consist of three members of the Senate.
APPENDIX E

a. The Senate President will meet with the grievant and with those against whom the grievance is addressed. The purpose of this meeting is to hear opinions on the members of the Hearing Panel. The Senate President will bring this information to the full Senate when it meets to determine the membership of the Hearing Panel.

i. If the Senate President is unable to carry out this responsibility because of absence from the College, illness, or because of being a party to the grievance, the Senate Secretary will exercise this function. If the Secretary is also unable to carry out this responsibility, the Senate’s most senior member will exercise this function. If the grievance names the Senate as the aggrieving body, a secondary process will be used. See below.

b. Any members of the Senate who are named in the grievance, who are married to or romantically involved with one or the other party to the grievance, or who know that they are likely to be asked to speak as witnesses may not sit on the Hearing Panel. In cases in which it is unclear if a member of the Senate should recuse him or herself, the Senate President will make the final decision.

c. All members of the Hearing Panel must be tenured members of the faculty.

d. The Hearing Panel is chosen from the remaining eligible members of the Senate by lot.

i. If too few senators remain to constitute a Hearing Panel, the Senate President will choose the necessary number of additional members of the Hearing Panel by lot from the tenured faculty, having eliminated any who must be recused, according to the standard above.

5. Documents available to the Hearing Panel

a. All formal submissions to the Hearing Panel and all written statements and requests from the Hearing Panel shall be provided by the Hearing Panel to both parties to the grievance.

b. Simultaneous with the process of determining the membership of the Hearing Panel, the Senate President will request from all appropriate parties all documents necessary for the hearing. These documents must be provided to the Senate President within five working days of the request and no later than the date on which the Hearing Panel must be formally established. These include the following.

i. All documents existing from any previous informal attempts at resolution.

ii. All lists of witnesses and other speakers from the grievant and grieved against parties.
iii. A written document from the grievant, which shall explain the nature of the grievance in more detail than the document which initiated the grievance.

iv. A written document from the person or persons against whom the grievance has been stated which shall respond to the grievance.

v. Failure to meet these deadlines has the following results.
   1. If the person filing the grievance fails to provide sufficient documents for the hearing to proceed, she or he loses the right to continue the grievance and no hearing will be held.
   2. If the person against whom the grievance has been made fails to provide these documents, the Hearing Panel will carry out its decision-making process without the documents.
   3. Should any documents be filed late, normally these will not be considered during the hearing, nor included in the decision-making process. The Hearing Panel members shall make any exceptions to this rule.

c. The Senate President will not read documents provided for the purposes of the hearing, unless he or she is a member of the Hearing Panel, but will give the documents to the Hearing Panel immediately upon its formation.

6. **Initial actions by the Hearing Panel**
   a. The Hearing Panel shall choose a chair from among their members.

   b. The Hearing Panel shall consider all documents carefully.

   c. The Hearing Panel shall, within five working days of the formation of the Hearing Panel, complete the following actions.

      i. Read the submitted documents and notify the parties to the grievance of any clarification or additional information which the Hearing Panel wishes to learn at the hearing.
         1. Notifications from the Hearing Panel shall normally be in paper form and not electronic. The members of the Hearing Panel shall make any exceptions to this procedure.

      ii. Set a date for the hearing.
         1. The Hearing Panel Chair shall notify the parties to the grievance of the date of the Hearing Panel immediately upon its being determined.
         2. The date for the Hearing Panel shall be a working day.
         3. The date shall be no sooner than five working days and no more than ten working days after the date upon which it is announced.
iii. Notify the parties to the grievance of its decisions on witnesses and evidence which may be introduced at the hearing.

1. The Hearing Panel shall make these decisions about the relevance of witnesses, other speakers, and evidence requested by the parties to the grievance based upon the following criteria.
   a. Witnesses and speakers must be able to provide evidence directly relevant to the grievance, enabling the Hearing Panel to make a decision.
   b. Character witnesses shall not be asked to speak before the Hearing Panel.
   c. The Hearing Panel’s decisions about witnesses and speakers are final and not subject to appeal.

7. **The hearing**
   a. The person presiding at the hearing shall be the chair of the Hearing Panel.
   b. The grievant and those named in the grievance as grieved against may attend all sessions of the hearing at which evidence is heard orally.
      i. The Hearing Panel may choose to stop the hearing temporarily to hold closed sessions with only Hearing Panel members present in order to discuss and make any necessary decisions about procedures at the hearing.
   c. The grievant and those named in the grievance as grieved against may bring with them to all sessions of the hearing at which evidence is heard orally one person as an advisor.
      i. The advisor to either party shall be a current employee of Illinois College.
   d. The chair of the Hearing Panel shall determine the order of speakers and presentation of evidence.
      i. The purpose of witnesses and presentation of evidence shall be to allow the Hearing Panel to ask questions and understand the nature of the grievance and the response to the grievance.
   e. Except in extraordinary circumstances, once the hearing begins, it will be held for two hours in every sequential working day until the hearing is completed. The Chair of the Hearing Panel shall make decisions about changes in this schedule. These changes shall be made only when absolutely necessary. It is understood that all parties to the Hearing are likely to be inconvenienced by the timing of the hearing and that no ideal time is likely to be set. Parties, witnesses, and members of the Hearing Panel must expect to change personal and professional plans in order to attend the hearing as required.
8. **The Hearing Panel’s Decision and Recommendations**
   
a. Following the conclusion of the hearing, the Hearing Panel shall meet to decide upon its decision about the merit of the grievance. The Hearing Panel shall also decide upon any recommendations to employees of Illinois College or decision-making bodies at Illinois College.
   
i. The Hearing Panel will notify, within five working days of the conclusion of the hearing, both parties to the grievance about the Hearing Panel’s decision and any recommendations, as well as notifying the Dean of the College and the President of the College.
   
ii. The notification shall take the form of a written document containing the following:
   
   1. A statement indicating the Hearing Panel’s decision on the merit of the grievance.
   
   2. A statement indicating any recommendations from the Hearing Panel.
   
   3. An explanation of the Hearing Panel’s decisions.
   
iii. Should the Hearing Panel make recommendations to employees or decision-making bodies at the College, it will also notify those employees or bodies of its recommendations within five working days of the conclusion of the hearing.
   
   b. If the Hearing Panel makes a recommendation to an employee or decision-making body at Illinois College, that employee or body will respond to the Hearing Panel and the parties to the grievance.
   
i. The response will be conveyed in writing to the Hearing Panel and parties to the grievance within ten working days of the employee or body’s notification of the decision.
   
ii. The response will indicate whether or not the employee or body will follow the Hearing Panel’s recommendation, giving a rationale for that decision.
   
iii. The Hearing Panel will provide a copy of the response to the Dean of the College, or to the President should the Dean be a party to the grievance.

9. **Records Pertaining to the Grievance.**
   
a. The record of the hearing, kept by a member of the Hearing Panel designated by the chair, shall consist of the times of meetings, a list of those present at all times, and of witnesses and speakers attending for shorter periods of time.
   
   b. The record of the hearing, all documents prepared for the Hearing Panel before the hearing, and all written or visual evidence introduced at the hearing, shall be retained.
   
i. The record, these documents, and evidence shall be retained in the Office of the Dean of the College. If the Dean of the College was named as a party to the
grievance, the record, documents, and evidence shall be retained in the Office of
the President.

ii. This record, these documents and evidence shall be retained for as long as all
parties to the grievance remain employed at Illinois College or for twenty years,
whichever is longer.

iii. The members of the Hearing Panel may take notes during the hearing, which are
kept by the individual members of the Hearing Panel until the date for appeal has
past. At that time, if there is no appeal, the notes are destroyed. If there is an
appeal, the notes are retained by the individual members of the Hearing Panel
until the appeal is concluded.

10. Appeal
   a. Either party to the grievance may appeal the Hearing Panel’s decision and
      recommendations to the President of the College.
      i. If the President is party to the grievance, the appeal shall be made to the
         grievance committee of the Board of Trustees.
      ii. This appeal must be presented in writing within ten working days of the
         notification of the Hearing Panel’s decision.
      iii. The President will consider all written documents including those associated with
          attempts at informal resolution, all documents prepared for the Hearing Panel,
          the record of the hearing, and the written decision from the Hearing Panel.
      iv. The President will meet with members of the Hearing Panel and hear from them
          about the reasons for their decision and recommendations. At this meeting,
          members of the Hearing Panel may choose to consult their notes, but they are
          not made available to the President.
      v. The President may choose to meet with some or all the parties to the grievance.

   b. The President shall notify, within ten working days following the submission of the
      appeal, the parties to the grievance and the Hearing Panel the decision on the appeal.

   c. The President’s decision shall be final.

11. Exceptional Circumstances
   a. A grievance hearing will normally be completed during the course of one academic year.

   b. Should the grievance be presented to the Senate President with less than one month
      before the end of the academic year, the Senate President will normally decide to
      postpone the grievance process until the following academic year.
c. If the grievance process begins during an academic year and cannot be completed by the end of the academic year, the Hearing Panel shall make the decision to continue into the summer or to postpone the completion of the grievance process into the following academic year.
   i. The Hearing Panel’s decision about extending the process or postponing it is final and not subject to appeal. Should the Hearing Panel choose to extend the process past the end of the academic year, all parties and witnesses must continue to comply with these procedures.

d. In the circumstance in which the Senate as a body is named in the grievance, the Dean of the College shall appoint a tenured faculty member to take the role normally assigned to the Senate President. If the Dean of the College is also named in the grievance along with the Senate, the President shall appoint a tenured faculty member to take the role of the Senate President.

**Timeline for the Grievance Procedure**

1) Procedure begins with a formal written request for a hearing directed to the Faculty Senate, after determination by the Senate President that informal resolution attempts have been exhausted.

2) Within two (2) working days of the formal request to initiate the procedure, the Senate President (or designated Grievance Procedure facilitator) will notify all parties to the grievance of the request for a hearing. This notification will also be given to the Dean of the College and/or the President.

3) Within ten (10) working days of receiving the approved written request to initiate a grievance, the Senate will form a Hearing Panel. This panel will ordinarily consist of three members of the Senate.
   
   Also within this ten-day period the parties to the grievance must submit to the Senate President all documents the parties deem pertinent to the grievance. These documents should remain confidential for use by the Hearing Panel only.

4) Within five (5) working days of its formation, the Hearing Panel will review all documents (and call for additional information as needed), set a date (or dates) for the beginning session(s) of the hearing, and inform the parties to the grievance about the structure and schedule of the hearing.

5) The hearing will begin within five to ten (5-10) working days of the date on which it is announced.
6) Ordinarily, once the hearing begins, it will be held for two hours in every working day until completed.

7) Within five (5) working days of the completion of the hearing, the Hearing Panel will make its decision about the merit of the grievance and its recommendation(s) for resolution, and will notify in writing all parties to the grievance, as well as the Dean and/or the President, of its responses to the situation.

8) Within ten (10) working days of the Hearing Panel’s notification, any Illinois College parties receiving recommendations from the Hearing Panel will provide a written response to the Hearing Panel and to the parties to the grievance about decisions made or actions taken to resolve the situation.

9) Either party to the grievance may appeal the Hearing Panel’s decision and recommendations. This appeal must be presented in writing to the President of the College within ten (10) working days of the notification of the Hearing Panel’s decision.

10) The President shall notify, within ten (10) working days following the submission of the appeal, the parties to the grievance and the Hearing Panel the decision on the appeal.

Approved by the Illinois College Faculty, December 3, 2012.