Faculty Handbook, Lake Forest College

Lake Forest College

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MEMBERSHIP OF THE FACULTY

Definition of Faculty

According to the bylaws of Lake Forest College adopted by the Board of Trustees on September 11, 1965, the faculty is defined as follows:

The faculty shall consist of the President of the College, the Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, the Lecturers, the Registrar, the Librarians, the Director of Admissions, the Associate and Assistant Directors of Admissions, the Director of Athletics and the other coaches.

There are four official ranks for full-time teaching members of the faculty. These are: professor, associate professor, assistant professor, and instructor. Full time appointments may be made to any rank and also to the classification of lecturer. The distribution of the faculty for the 1972-73 College year is as follows: twenty-six professors, twenty associate professors, twenty-one assistant professors, twelve instructors, and four full-time lecturers. In addition there are several part-time lecturers and instructors as well as some administrative officers who teach part-time.

Appointment to the Faculty

Faculty appointments are made by the Board of Trustees upon joint recommendation by the Department Chairman and the Provost and Dean of the Faculty to the President of the College, who in turn makes recommendations to the Committee on Academic Affairs of the Board of Trustees.

The Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee interviews all faculty candidates for full-time positions, and makes appropriate recommendations to the President and the Dean of the Faculty. The Committee on Academic Affairs reports to the Board for final approval. Criteria used are: adequate training for the particular position to be filled by the appointment, successful teaching experience, integrity of character, and scholarly interests. In the case of persons who have not taught before, evidence of probable teaching success based upon recommendations by persons in a position to make sound judgment is accepted.

Appointment to the faculty is annual until tenure is awarded, but the initial appointment is expected to be a continuing one unless at the time of the initial appointment it is specified that it is a one year appointment, without the intention or obligation of renewal.

Termination of continuing appointments will be in accord with the statement on 'Termination of Services' below.

In recruiting and appointing faculty, every effort shall be made
to obtain the most highly qualified person for the available position. The administration has been asked by the Faculty to recognize and consider the potential difficulties inherent in appointing two persons from the same family to a faculty the size of that at Lake Forest College. The same considerations apply to matters of reappointment and promotion, except when the positions concerned are previously protected by tenure.

It is an administrative policy to make no professional or secretarial appointments of a second member of a family when such an appointment places one member of the family in a position of direct evaluation by the other member of the family, except when both positions are previously protected by tenure.

Faculty Promotion and Tenure

Recommendations for promotion and tenure are made to the President by the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee. Those faculty members to be considered for promotion are those recommended by the department chairman or the Dean of the Faculty (and not upon the application of the faculty members themselves). Consideration for tenure of a given faculty member comes, at the latest, at a time which would allow compliance with the College's policies for notice of non-reappointment (see page 8) and for granting of tenure (q.v.)--i.e., no later than by July 1 following the candidate's sixth year.

In the fall of the year during which a faculty member is to be considered for tenure, he is invited by the chairman of the Subcommittee to submit a statement of information on his own behalf, in which he may outline what he considers to be his record and achievements as he believes they may bear upon the tenure decision. A copy should also be sent to his department chairman, who will take this statement into account, along with other factors, when he makes his recommendation to the Subcommittee.

In addition, so that the Subcommittee may be aware of the entire situation within a given department when it considers one of its members for promotion or tenure, each department chairman is asked every autumn to submit to the Subcommittee evaluations of the performances of each of the people in his department below the rank of full professor.

The Subcommittee is a deliberative body, which meets with the Dean of the Faculty and the President to discuss the merits of each candidate's situation individually. In its deliberations it makes use of the guidelines of the Handbook (q.v.) and the April, 1971, "AAUP Statement on Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments." Neither of these sources is to be thought of as constituting an all-encompassing set of rules; that is, the Subcommittee may at times and in special cases employ criteria not specifically mentioned in these guidelines, but in no case will it employ criteria which contradict them.
The guidelines currently employed are as follows:

I. Standards for review of the candidate's teaching experience, research efforts, and general contributions to the College --
   A. Training and experience:
      (1) The particular academic degrees held by the candidate, the institutions from which these degrees were obtained and the length of time they have been held.
      (2) The length of teaching experience and the length of time in rank, as well as such general experiences as travel and fellowships for study, or length of experience in fields related to the candidate's specialty which would serve to enhance his effectiveness as a faculty member.

   B. Quality of teaching and scholarship:
      (1) The opinion of the Provost and Dean of the Faculty, the chairman and other tenured members of the department, other colleagues, and students, as to the effectiveness of his teaching and his interest in students.
      (2) Scholarly activity, as evidenced by some combination of the following: ongoing research, books, publications in scholarly journals, activity in professional societies.
      (3) Service on faculty committees and participation in other college and community activities.

   C. Character and personality
      (1) Emotional stability and maturity.
      (2) High ideals and integrity.
      (3) Friendly and tolerant understanding of colleagues and students, and democratic relationships with them.

II. Timing re consideration for promotion --
   (1) Ordinarily the candidate should hold the Ph.D. degree to be qualified for advancement to the rank of assistant professor or above, although in certain fields (e.g., in the performing arts where the doctoral degree is not commonly held by people skilled in those fields, that degree is not essential for promotion).
   (2) For promotion from the level of assistant professor to associate professor, a candidate will ordinarily be expected to have completed approximately eight years of full-time teaching either at Lake Forest College or at Lake Forest College and one or more other colleges or universities. In individual cases the time may be shorter for sufficient reason, such as exceptional quality as a scholar in addition to outstanding teaching ability, and, of course, the time may also be longer (particularly if an appreciable portion of the individual's teaching experience has been acquired while he was still working toward his doctorate).
   (3) No statement can be made regarding the timing of promotions to the rank of (full) professor since such promotions are based less upon length of experience than upon achievement of distinction in teaching, research, and overall contributions.
Although it is not desirable in the faculty of a small college to set rigid quotas for the distribution of faculty among the ranks, some attention must be given to this distribution, and such is the case at Lake Forest College. Not to do so could result eventually in having a percentage of the faculty on tenure so large that the opportunity to hold promising young faculty members would be virtually eliminated, or at least severely restricted. Another circumstance to be considered is the fact that faculty members on tenure are mostly in the upper ranks and in the aggregate receive a proportionately larger percentage of the salary budget. Bearing in mind the given amount of money allocated for faculty salaries, the average salary of those on tenure will vary inversely with the percentage of the faculty on tenure.

Although the ratio between tenured (upper ranks) and non-tenured (lower ranks) faculty may be arbitrarily decided, it is important that decisions be made that will guarantee opportunities for promotion and tenure to at least some of the younger members of the faculty and that will keep the average salaries of the faculty in both groups competitive, or better than competitive. The College's policy is for the normal distribution between tenured and non-tenured faculty to remain close to fifty percent in each group, with a usual maximum of fifty-five percent of the faculty on tenure at a given time.

Tenured and non-tenured faculty in a given department should also be distributed approximately equally, although there will be instances when a wider latitude must be allowed than is allowed in the faculty as a whole. There will be occasions, though rare, when it is felt that to refuse tenure to an outstanding non-tenured faculty member because half or more of the faculty members in the department are already on tenure would result in a serious loss to the College, and in such cases the limits of departmental variability might be extended.

The following statement on academic tenure at Lake Forest College is taken from the minutes of the Board of Trustees for May 8, 1965:

1. Faculty members in the rank of instructor are appointed on an annual basis. No member of the faculty will be retained at this rank for more than five years unless he is filling a current need and is willing to continue in his present position without promise of promotion and without obligation on the part of the College to retain him.

2. A faculty member initially appointed to the rank of instructor or assistant professor shall upon reappointment and promotion to the rank of associate professor have permanent tenure, provided that he has had four full years of service at the College. Faculty members in the rank of assistant professor shall receive tenure at the end of seven years of full-time service to the College, but not prior to this time.

3. Faculty members originally appointed in the rank of associate professor or professor who have had four years of full-time
service to the College shall upon reappointment be given tenure.

4. Permanent tenure shall be interpreted to mean that the faculty member on tenure will, unless he resigns, be retained until he reaches retirement age or is dismissed for cause--cause to be interpreted as: financial exigencies of the College, professional incompetence, or moral delinquency. Before a faculty member can be dismissed for cause, his case must be considered by a committee of the faculty consisting of the two members of the General Policies Committee [now the Faculty Personnel Policies Committee] of the Faculty who have had the longest period of service at the College and the member of the Committee on Appointments, Promotions and Tenure [now the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee] who has had the longest continuous service on that committee. If any faculty member on this committee is himself the accused or is to be a witness, his place shall be taken by the next ranking member of the regular faculty committee which he represents. The Committee shall meet with the President of the College, the Dean of the Faculty, and the Chairman of the Committee on Academic Affairs of the Board of Trustees (or his representative) to hear and discuss all the evidence in the case, the defendant and counsel, if any, permitted to be present and to speak. A verbatim record of the hearing shall be kept. Following the hearing, the faculty committee shall make a recommendation to the President and shall inform the faculty of its recommendation if this seems desirable to either the committee or the defendant.

5. Full time faculty members with the title of Lecturer are not eligible for tenure as long as they hold this title. If, however, a lecturer's appointment is changed to one of the "professorial" ranks, thus making him eligible for tenure, all of his years of full time service to the College will be counted in determining his eligibility for tenure.

6. The above provisions shall apply only to full time members of the faculty.

The following statement concerning the Physical Education staff was passed by the Board of Trustees on April 8, 1972:

Lake Forest College is committed to a concern for all aspects of the lives of its students, their bodies as well as their minds and characters. Toward that end, the College maintains a program of physical education, designed to provide physical fitness and certain skills in sports. The College also sponsors a wide variety of intramural and intercollegiate activities, which are seen as opportunities for students in recreation and in learning. The College believes, in short, in amateur athletics for professional students.

The Physical Education staff is employed and retained with a view toward serving students in the ways suggested above. Members of the staff, though not eligible for tenure, since that is a practice designed to assure
the academic freedom of the classroom teacher, may anticipate reappointment provided that program needs justify such appointment and as long as they continue to promote in a satisfactory manner those sports which the College sponsors, and continue to assist students to develop physical fitness and athletic skills. If there is dissatisfaction with their performance (e.g., ineffective coaching, lack of personal leadership, inadequate skill and/or effort), their services might be terminated. Due notice would be given in such an instance. The practice customary with faculty appointments and renewals would be followed with regard to "due notice" (q.v., the Faculty Handbook, pp. 8-9). Members of the Physical Education staff would be subject to an annual review (a practice which is also followed with regard to faculty appointments and renewals).

Academic Freedom

On May 8, 1965, the Board of Trustees adopted the following resolution on academic freedom:

1. Lake Forest College subscribes completely to the principles of academic freedom as set forth in the Statement of 1940 adopted by the Association of American Colleges, the American Association of University Professors, and other organizations.

2. If a member of the faculty believes that his academic freedom has been infringed by an action of the College, he may appeal through the President of the College or the Chairman of the General Policies Committee [now the Faculty Personnel Policies Committee] of the Faculty to the committee named in Section 4 of the resolution on academic tenure.

3. If an issue of academic freedom cannot be resolved satisfactorily locally and a member of the faculty should request the American Association of University Professors, to make an inquiry into his case, the College will offer full cooperation in the investigation.

At the same time the Board of Trustees also approved as College policy the following statement printed in the June, 1963, issue of the Bulletin of the American Association of University Professors:

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in
writing at the time of the appointment.

(c) The College or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Termination of Services

If a faculty member, including one who does not teach but is classified as a member of the faculty, is considering an offer from another institution, the College expects him to abide by the standards recommended by the Association of American Colleges and the American Association of University Professors. These standards are printed in the March, 1961, issue of Liberal Education and are as follows:

Negotiations looking to the possible appointment for the following fall of persons who are already faculty members of other institutions, in active service or on leave-of-absence and not on terminal appointment, should be begun and completed as early as possible in the academic year. It is desirable that, when feasible, the faculty member who has been approached with regard to another position inform the appropriate officers of his institution when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept an appointment elsewhere should always be followed by prompt notice to his institution.

A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15. . . . It is . . . recognized that emergencies will occur. In such an emergency the faculty member may ask the appropriate officials of his institution to waive this requirement; but he should conform to their decision.

To permit a faculty member to give due consideration and timely notice to his institution in the circumstances defined in paragraph 1 of these standards, an offer of appointment for the following fall at another institution should not be made after May 1. . . .

Except by agreement with his institution, a faculty member should not leave or be solicited to leave his position during an academic year for which he holds an appointment.
The College assumes that the above conditions also apply to members of the faculty who do not teach, such as librarians, members of the admissions staff, coaches, and deans.

When the College no longer needs the services of a faculty member the following procedures apply:

Faculty members who have been in the employ of the College for less than one year will be notified no later than December 15 of that academic year that they will not be reappointed for the following year.

Non tenured faculty members who have completed at least one year of service in the employ of the College will be notified no later than July 1, and preferably earlier, that they will not be reappointed after the end of the academic year following the notification.

Affirmative Action

In keeping with a resolution of the Board of Trustees on April 8, 1972 relative to "Affirmative Action," the President of Lake Forest College has issued the following proclamation:

1. It is the stated policy of Lake Forest College that appropriate qualifications for and performance of specific duties are the basic criteria for the employment and promotion of all College academic and non-academic staff. Equal opportunity and treatment shall be provided in the hiring, retention, training, transfer, promotion, and upgrading of all employees, without regard to race, age, religion, color, national origin, or sex.

2. Therefore, as the President or Executive Officer of Lake Forest College, I hereby appoint the Provost as the Affirmative Action Officer, the Dean of the Faculty as the Equal Employment Opportunity Officer for Academic Personnel, and the Business Manager as the Equal Employment Opportunity Officer for Non-Academic Personnel. I hereby direct that an Academic Grievance Board and a Non-Academic Grievance Board be created, with each committee selecting its own Chairhead.

3. I further state that an individual in the position of responsibility for hiring that does not abide by the Affirmative Action policy will relinquish this authority for hiring to an Officer appointed by me, until such time as this individual accepts the Affirmative Action policy.

Grievance Procedure

At a meeting of the faculty on February 1, 1972, the following "Grievance Procedure" was adopted:
If any faculty member feels that he has cause for grievance in any matter other than dismissal proceedings for cause — such matters as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct — he may petition the elected faculty grievance committee for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or is not appropriate, the committee will report its findings and recommendations to the petitioner and to the appropriate officer and faculty body . . . , and the petitioner will, at his request, be provided an opportunity to present his case to them.

The grievance committee will consist of three (or some number) members of the faculty who have tenure and who are elected at large. No department chairman or administrative officer shall serve on the committee.

In the Bulletin of the American Association of University Professors, Summer, 1971, the following statement relative to the function of such a committee is made:

"Complaints of inadequate consideration are likely to relate to matters of professional judgment, where the department or departmental agency should have primary authority. For this reason, Committee A believes that the basic functions of the review committee should be to determine whether adequate consideration was given to the appropriate faculty body's decision and, if it determines otherwise, to request reconsideration by that body.

"It is easier to state what the standard 'adequate consideration' does not mean than to specify in detail what it does. It does not mean that the review committee should substitute its own judgment for that of members of the department on the merits of whether the candidate should be reappointed or given tenure. The conscientious judgment of the candidate's departmental colleagues must prevail if the invaluable tradition of departmental autonomy in professional judgments is to prevail. The term 'adequate consideration' refers essentially to procedural rather than substantive issues: Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation by the department over the import of the evidence in the light of the relevant standards? Were irrelevant and improper standards excluded from consideration? Was the decision a bona fide exercise of professional academic judgment? These are the kinds of questions suggested
by the standard 'adequate consideration.'

"If in applying this standard the review committee concludes that adequate consideration was not given, its appropriate response should be to recommend to the department that it assess the merits once again, this time remedying the inadequacies of its prior consideration.

"Insofar as the petition for review alleges inadequate consideration, the functions of the committee which reviews the faculty member's petition should be the following:

(a) To determine whether the decision of the appropriate faculty body was the result of adequate consideration in terms of the relevant standards of the institution, with the understanding that the review committee should not substitute its judgment on the merits for that of the faculty body.

(b) To request reconsideration by the faculty body when the committee believes that adequate consideration was not given to the faculty member's qualifications. (In such instances, the committee should indicate the respects in which it believes the consideration may have been inadequate.)

(c) To provide copies of its report and recommendation to the faculty member, the faculty body, and the president or other appropriate administrative officer."

Responsibilities for the Academic Year

The on-campus responsibilities of members of the faculty begin with the first scheduled events each fall and extend through Commencement the following June. Unless prevented by reason of personal emergency, a faculty member is expected to be present at the first events in the fall and at the Commencement activities. If a professional meeting is held at the same time as these events, a member of the faculty may request of the Dean of the Faculty that an excuse be granted in order to allow attendance at the professional meeting. Professional as well as personal summer activities, except as noted above should be planned so that they do not begin before Commencement and do end before the events that open the academic year in the fall.

Salaries of the Faculty

Following the April meeting of the Board of Trustees, at which time the budget for the following year is approved, it is customary to send written notice of his salary for the coming year to each member of the faculty.

The academic year of the College extends from September 1 to the following August 31, but teaching responsibilities, in general, extend
only from September through June, the exact days varying from year to year. Salaries of full time members of the faculty are paid in twelve equal installments. Payment is made on the first business day of each month, beginning with September. Salary checks are placed in campus mail boxes unless the Business Office is instructed otherwise. Members of the faculty who are away from the campus when salary checks are distributed may have them mailed to them by leaving an addressed envelope with the Departmental Assistant in charge of payroll in the Business Office.

THE MEMBERS OF THE FACULTY AS TEACHERS

Teaching Duties

The Bylaws of Lake Forest College contain the following statement of faculty responsibility:

It shall be the responsibility of each member of the faculty to teach those courses assigned to him as effectively as he can, giving his imagination wide range in order to find the techniques of instruction best suited to the particular course and engaging in reading and study designed to improve the quality of his teaching and to increase his knowledge. A member of the faculty shall not appoint anyone to perform his duties in the classroom without the approval, in each case, of the President or the Dean of the Faculty.

Objectives

It is assumed that each teacher will work out carefully and later give to the students very early in the term the objectives which he envisions for the course and that in the light of these objectives he will clearly outline the scope of the course and attempt to make each lecture, discussion, or other experience connected with the class contribute to the attainment of these objectives. This means determining the best technique or group of techniques of instruction suited to the particular course, including adequate testing. A faculty member can take advantage of the relatively small size of the faculty to discuss matters of intellectual interest with other members of the faculty not only in closely allied fields but in other academic areas far removed from his own field of specialization.

The interest which each faculty member has in the students in his class will be shown by his reasonable availability to them without letting them take advantage of him. Each faculty member is asked to set up and keep faithfully regular daily office hours, which should be posted just outside the office door. Arrangements to see students by special appointment, when this is called for, should also be made.
Teaching Loads

At its meeting on May 30, 1972, the faculty accepted guidelines for the distribution of work loads which assume that each full-time member of the faculty will be engaged in teaching, research, and other College community service. The plan adopted is to be used in determining the departmental load, but may also be used for individual faculty members. Individual adjustments may need to be made, however, to allow for a class with an unusually heavy enrollment or to take into account the fact that only one course preparation is required in a given term.

The total work load is computed in "credits." For the present, the teaching and administrative credits should average thirty-five. These are in addition to committee assignments, scholarly work, and student advising which are expected of all faculty members in accordance with the guidelines for these duties stated above.

Teaching

A normal class counts as five credits. An independent study whether tutorial, or research (including senior thesis) will count as one credit. No greater load credit than six times the number of full time faculty equivalents in a department may be accumulated from independent study. For laboratory work, the number of credits will be the number of hours the course meets per week in class and laboratory together. For studio art, private music lessons, and physical education activity the number of credits is one-half the number of hours of such teaching per week. If a class is taught by more than one person, the credit on work loads for the class will be determined as though one person were teaching it and the credit will be distributed in a manner agreed upon by those teaching the course and the appropriate department chairmen. Teaching loads may not necessarily be equalized among individual faculty members within each year but will be adjusted so as to be equalized over a two or three year period.

Administrative Duties

The credit for serving as a department chairman will vary from three to five, the number in each case to be decided by the Dean of the Faculty after consultation with each chairman.

Research

Research and other scholarly work are expected to be a normal part of each faculty member's load. At least twenty per cent of a faculty member's time should be spent in this kind of activity.

Committee Service

Every faculty member is expected to serve, if asked, on one standing or ad hoc committee of the faculty and may be expected to serve, in
addition, on one of the committees overseeing the interdisciplinary concentrations. Since committees vary in the amount of time and work required, an effort will be made to equalize this kind of responsibility over a period of time.

**Student Advising**

Each faculty member is expected to serve as academic adviser to as nearly a proportionate share of the student body as is possible. A faculty member whose official list of advisees exceeds a proportionate share by more than one-third will be considered to be carrying an overload of advisees and some adjustment will be made either by reducing his advising load in a subsequent year or by reducing his normal load in some other kind of activity.

**Departmental Organization**

The curriculum of the College is classified by departments and the members of the faculty who teach the courses offered in that department constitute the departmental faculty. The President of the College appoints a chairman of each department who is responsible for overseeing the academic activities of the faculty of the department. Department chairmen do not serve in this capacity after the College year during which they reach the age of sixty years.

The chairman of a department is asked to:

1. Preside at meetings of the faculty of the department which he calls to discuss matters of departmental concern.

2. Evaluate the services of the faculty of the department and report his evaluations at least annually upon request of the Provost and Dean of the Faculty.

3. Assume primary responsibility for collecting information about candidates for openings in the departmental faculty.

4. Assume responsibility for advising new members of the faculty in his department on problems of instruction and student relationships, where these are needed, for informing them about the grading system and College policies, and for introducing them to the College community.

5. Major responsibility for the quality of the library rests with the faculty. It is important that the members of the faculty in each department be thoroughly familiar with the library collection in their discipline and informed about available new publications from which additions to the collection can be selected. The chairman is responsible for approving the requests for new books and periodicals to be purchased from the depart-
6. Consider and act upon the requests of individual students to undertake independent study or senior theses in the department and distribute the adviser load equitable between faculty members.

7. Act on the requests of individual students for admission to courses for which they do not have the class standing normally required.

8. Prepare an annual statement of needs for equipment, space, and student assistance for submission to the Provost and Dean of the Faculty. (These are requested in late November or early December for the fiscal year beginning June 1st of the following calendar year.)

9. Approve expenditures from the departmental budget for student assistance and equipment or from the general instructional supplies budget, if there is not a separate departmental budget. (Items bought from the general budget must ordinarily be requested at the time the budget is prepared.)

10. Check the monthly budget reports to see that they are correct and that expenditures are kept within the approved budget.

11. Order from the Printing Department the departmental stationery and other printed supplies needed. (The stationery is printed in standard form and carries the name of the department but not the names of individual faculty members.)

12. Prepare the proposed annual schedule of classes for the department upon request from the Provost and Dean of the Faculty.

13. Attend and participate in the meetings of all department chairmen with the Provost and Dean of the Faculty, called at least once per term.

14. See that textbook selections are given to the Bookstore. Careful estimates of numbers are needed, in order to minimize loss or unused copies.

Use of Student Assistants

On February 18, 1964, the faculty approved the following resolution:

"In the use of student assistants, the obligation for determining the requirements of a course rests with the instructor; likewise it is his exclusive responsibility to arrive at the student's final grade.

It is recognized, however, that in some courses a great deal of daily work is required (e.g., homework problems, exercises in grammar and
translation, laboratory reports) which is immensely burdensome for the instructor to check, and which could be safely checked by able student assistants. The assumption is that such problems would be in the nature of practice rather than assignments which contribute to the final grade. Moreover, reading them would not require the professional authority that is presumably the instructor's alone. In the case of this kind of work, student assistants may be permitted to do the checking. The instructor should exercise care in selecting student assistants.

Schedule of Classes

The courses to be taught in each department during each of the three terms of the next college year are submitted to the Dean of the Faculty by the Department Chairman in the spring. The schedule is prepared for the entire year and approved by the Dean. Courses may not be added to the schedule except with permission of the Dean of the Faculty.

Regular day session students may not register for courses not on the schedule except with permission of the Dean of the Faculty. If such registration is permitted during the regular term, no additional compensation is provided for the faculty member. Faculty members are under no obligation to take on such extra students and students are discouraged from such registrations except where it is a matter of necessity.

Secretarial Services

Secretarial services are provided in most of the classroom buildings, but all buildings are not served by full-time secretaries. The schedule of hours is available each fall. Members of the faculty may take tests, syllabi, and letters for typewriting and duplicating to the appropriate faculty secretary. Manuscripts will be typed, but materials for current class use and letters will have prior claim on secretarial time.

Multiple copies of materials for distribution to classes, unless they are only two or three pages in length, cannot be completed on short notice. More extensive uncopyrighted texts must be requested well in advance of the time they are needed, and are to be sold at cost through the College Bookstore. Students will be expected to make their own machine copies of copyrighted materials from journals or books where this is allowed. If such materials are not available to them for copying, the faculty member may arrange for an appropriate number of copies to be placed on library reserve. Students may then make their own copies from these reserve copies if they wish. (A coin-operated copying machine is available for students use in the library.) Free copies of text materials will not be made available to students.

FACULTY REGULATIONS

Each member of the faculty is asked to cooperate with the following specific faculty regulations:
1. Student Papers

On May 15, 1962, the faculty adopted a resolution "strongly recommending that each student be required to write two short papers in each course which he takes throughout his college career, unless the course is not adapted to such a requirement," and "pointed out that such papers should be evaluated for content and form and that revisions of them should be required." Turabian's Manual for Writers of Term Papers, Theses, and Dissertations has been chosen as the style guide for the College as a whole and is recommended for use in all classes.

2. Academic Honor Code

The Student Handbook, beginning on Page 4 describes the academic honor code and gives the responsibilities of both faculty and students under it.

3. Class Attendance

On May 2, 1972, The Faculty took the following action with respect to class attendance:

Because classroom activities -- lectures, discussions, questions, and answers -- are intended to assist students in the learning experience in the course of study in which they are enrolled, it is expected that they will avail themselves of the opportunity to attend class sessions whenever possible. While the decision to attend class or not may in most cases be left to the student's discretion, there are certain kinds of class sessions in which it is impossible to carry on the work of the class unless the student is present. For this reason each member of the faculty has the prerogative of establishing specific attendance regulations which, in the instructor's opinion, are best suited to the course. To be in force, these specific regulations must be given in writing to the members of the class at the beginning of the course. If the faculty member in charge of a given course believes that an attendance regulation should be applied to a student that is not applied to the class as a whole, the faculty member may do so by informing the student in writing what the restriction is and the reasons for it. A copy of this notice is to be sent also to the student's adviser and to the Dean of the College.

Students who are required to miss class meetings because of a conflict with a college approved event are officially excused but will be expected to make up any work missed and will be allowed to do so in a manner approved by the faculty member whose class is missed. If "make-up" is not feasible, the student may not be penalized for the absence from the class.
4. **Class Meetings**

It is expected that classes will meet regularly and that they will take place at the scheduled time. An unavoidable absence of a teacher from the class should be reported to the Chairman of the Department or to the Provost and Dean of the Faculty, if the Chairman cannot be reached. This report should be made in advance of the absence, if possible.

When a faculty member attends a professional meeting he should make appropriate arrangements with the department chairman for taking care of his classroom responsibilities during his absence.

Promptness in beginning and dismissing classes is important in maintaining the schedule. In the six buildings in which most of the College classes are held, buzzers ring for the opening and closing of each class period.

5. **Examinations**

Final examinations must follow the published schedule. They may not be given to individual students prior to the beginning of the final examination period, but a faculty member is free to arrange an individual examination any time during the examination period if he feels that the student's request for such a change is justified. The examination for the rest of the class must be given at the scheduled time.

In lieu of a final examination in a course, term papers may be assigned, but in such a case the students are entitled to have until the end of the scheduled time for the examination to submit their term papers.

On May 17, 1960, the faculty passed the following regulation regarding the placement of final examinations in the library for student use: "If a particular final examination is returned to the student, the faculty member shall place the copy of this examination in the library for the use of future students who take the course."

On May 2, 1967, the faculty adopted the following resolution relative to the keeping of examinations and term papers by faculty:

Examination papers, particularly final examination papers, and term papers, if not returned immediately to students, are to be kept at least for one term before they are destroyed, so that they will be available for examination by students. It is understood that papers from the spring term will be kept through the fall term. Faculty members leaving the College are asked to leave their record books with the department chairman or, if they do not wish to do so, to accept the obligation to keep these record books for at least a year in order that they will be available for checking records if
this is necessary.

6. Grade Reports

Grade reports for failing, barely passing, or incomplete work are made to all freshmen students at midterm. Final grade reports are mailed to students at their homes at the close of each term.

Three passing grades are used at the College. These are honors (H), high pass (HP), and pass (P). The honors grade is given for outstanding work. The high pass grade indicates that the work is of superior quality but not outstanding. Other work of passing quality is given a grade of pass.

Students who fail a course are given a grade of failure (F). An incomplete (I) is given a student who is passing but, because of illness or some other reason beyond his control, has not completed the work of the course. It is not intended to cover negligence in turning in assigned work. An I may be given only upon the initiative of the instructor, and, except when special permission is granted by the Dean of the Faculty, must be removed by the end of the first week of the new term if given in the Fall or Winter Terms, and within one calendar week after the close of final examinations in the Spring Term.

The condition grade of (X) permits a student to take another final examination or repeat other work in the course at the discretion of the instructor. A conditional grade is regarded as a failure until it has been removed. If the work is satisfactorily repeated within the period of time set by the instructor, which must not be later than one month after reenrolling, the grade is changed to a pass (P); otherwise, it becomes a failure (F). A grade of F is mandatory if a student is dropped from a course by an instructor for lack of attendance.

The warning grade of (Y) is given only to freshmen at the time of the midterm grade report when a student is barely passing a course.

Final grade cards are due in the Registrar's Office twenty-four hours after the close of the final examination period. It will be appreciated if reports that can be completed earlier are turned in as soon as possible.

The approval of the Dean of the College is required for withdrawal from a course, whether the student is a resident or a non-resident student, and such permission is ordinarily not granted except in emergency or other unusual circumstances. Any student whose withdrawal from a course is approved shall receive a grade of W if the withdrawal occurs within the first four weeks of the term. Fall or Spring Terms, within the first two weeks of a course that extends throughout the Winter Term, or within the first week of a course that is taught during January or February only. Withdrawal after these dates will require a decision by the faculty member.
as to whether or not the student was passing the course at the time of withdrawal. If the faculty member agrees that the student was passing, he shall receive a grade of W. If he should be failing, the grade will be recorded as WF.

Beginning in September, 1967, students have been allowed to choose individually and in each course whether or not they wish to receive merely "credit" or a grade in each course. In case of failure, under either choice, an F grade is recorded.

Some courses are offered on a "credit-fail" basis only, and students who register for these may not receive a grade, if they pass the course.

Periodic analyses of grade distribution are made by the Registrar and these are made available to the faculty.

7. Confidential Treatment of Records

On May 6, 1969 the faculty approved the following: "Materials submitted in support of application for admission must be confidential within the faculty and professional staff."

On April 4, 1967, the faculty approved the following: "To minimize the risk of improper disclosure of information, a student's academic record should be kept separate from his disciplinary record. The face of a student's academic record (and therefore a transcript of his record) should carry, in addition to the usual information concerning courses and grades, the statement that unless otherwise noted, the student is in good academic standing. Additional permanent notations on the face of the academic record should be limited to: academic probation, dismissal for academic reasons, and dismissal for non-academic reasons. (See also p. 23, sec. 8.)

8. Academic Evaluation and Appeal Procedure

The Student Handbook on Page 3 gives the procedure that a student may follow if he feels that his work has been unfairly evaluated by a faculty member.

ADMINISTRATIVE REGULATIONS

Compliance with the following administrative regulations is also requested:

1. Desk Copies

Since most publishers will supply desk copies free, the Bookstore has prepared forms which can be used to order these desk copies. They should, of course, be ordered in plenty of time so that they are here when classes begin. In a few cases, particularly when the texts are paperbacks
or are imported, desk copies may not be available. We do not want a faculty member to have to pay for the text books used in the course and in these cases the College will purchase the text books, but we do not like to have to pay for those copies that will be supplied free by the publisher. Any textbook taken from the Bookstore must be signed for by the faculty member and by the Dean of the Faculty. The book will be charged until it has been replaced by a desk copy.

2. **Smoking**

No smoking is allowed in any classroom (except seminar rooms), studio laboratory, library lounge areas, the auditorium, the fieldhouse, or the Chapel. Faculty members are asked to cooperate with this regulation by refraining from smoking in these places and by requiring student adherence to this rule.

3. **Safety**

Lake Forest College has recently become subject to the Federal Occupational Safety and Health Act of 1970. The purpose of the Act is to assure safe and healthful conditions of work for everyone. Since we are required to maintain injury and illness records, your concern for safety and your cooperation in reporting is essential if we are to have an effective program.

Each faculty member is asked not only to exercise care but to report dangerous working conditions, such as slippery floors, inadequate wiring, sidewalk hazards, etc. Everyone is asked also to report accidents on forms available from Mr. Lewandowski, of the Personnel Department and to attend meetings and films on safety and health when they are offered. Those in charge of laboratories, in particular, are asked to know the appropriate safety regulations and see that they are observed.

4. **Telephone**

The Business Office is in charge of the telephone exchange. Incoming calls will reach the offices of faculty members from 8:30 a.m. to 9:00 p.m. Monday through Friday. On Saturday the hours are 9:00 a.m. until 5:00 p.m., and on Sunday 12:00 noon until 5:00 p.m. Outgoing calls to the following communities may be made by dialing 7 first and then the number being called. All other calls are to be placed with the College switchboard operator, who is on duty from 8:30 a.m. to 5:00 p.m. Monday through Friday.

- **Aptakisic**
- **Bannockburn**
- **Deerfield**
- **Downey**
- **Forrestal Village**
- **Fort Sheridan**
- **Green Oaks**
- **Great Lakes**
- **Gurnee**
- **Half Day**
- **Halsey Village**
- **Highland Park**
- **Highwood**
- **Indian Creek**
- **Lake Bluff**
- **Lake Forest**
- **Libertyville**
- **Lincolnshire**
- **Mettawa**
- **North Chicago**
- **Park City**
- **Prairie View**
- **Riverwoods**
- **Rondout**
- **Vernon Hills**
- **Wadsworth**
- **Waukegan**
- **Wilson**
5. Departmental Purchases

Certain departments have departmental budgets for instructional equipment and supplies. Other departments which occasionally order instructional equipment are asked to anticipate these needs when the budget for the following year is prepared and request budget allocations for them. One budget allocation is made for all other departments together.

Purchase requisitions are submitted by the Chairman of the Department to the Dean of the Faculty for approval. A manual on purchasing is issued by the Business Office and the procedure is outlined in it.

Requests for budget allocations to cover wages to student assistants are made to the Dean of the Faculty. Employment of an individual student must be arranged with the Financial Aid Office and hourly wage scales are prescribed by the College.

Purchases of supplies for office use and examination booklets may be made at the Bookstore. Items purchased are listed on the charge slip. All faculty office supplies are charged to one account, the number for which is 710-5.

In order to reduce costs of printing letterhead paper for correspondence, each member of the faculty is asked to request departmental stationery of the Chairman of the Department rather than directly of the Printing Department. This will enable departmental needs to be pooled. Because changes in faculty personnel may make stationery with names printed on it obsolete, the policy now in effect in administrative offices will be followed in printing departmental stationery. Only the name of the department will be printed in addition to the Lake Forest College heading common to all College stationery. You are asked to use less expensive plain paper and the reusable or plain envelope for campus mail rather than the printed stationery supplied for off-campus correspondence and for official on-campus College correspondence.

6. Mail

The faculty mail boxes are located in College Hall. Mail distribution to the boxes is made by the Business Office. Each faculty member is asked to check his assigned mail box regularly since announcements as well as United States mail are distributed through these boxes.

Outgoing mail should be deposited by 4:00 p.m. in order to have metered postage attached. The slots for deposit of United States mail and campus mail are located in College Hall. The name of the office or department sending the mail should be placed on the envelope.

7. Additional Employment

A currently enrolled student or his family may not engage a faculty member to render a service to the student for pay. This policy prohibits a faculty member from tutoring a student or counseling with him for pay,
whether he is in one of the faculty member's classes or not.

A full time faculty member may not accept a part time position during the regular College year (September to June) without the prior consent of the Provost and Dean of the Faculty. This policy is not intended to discourage a member of the faculty from giving individual lectures or from writing articles, for either of which he may receive a fee, but is intended to cover outside teaching responsibilities, regular consulting, and similar activities that may regularly take up the faculty member's time.

8. Rights of Privacy for Faculty, Staff, and Students

The College desires to protect its undergraduates and employees from improper disclosures of information, violating the confidential relationship appropriate between an educational institution and its personnel. Accordingly, it is our official policy not to send transcripts of record to other colleges or universities, to prospective employers, to government agencies or anywhere else except at the specific request of the student or the graduate himself. The same policy applies to information concerning any student's activities outside the classroom: membership in organizations, disciplinary difficulties, participation in demonstrations, etc. These are matters of confidence, and the College will not disclose them to anyone unless the student authorizes such release. Any official written communication from the College should be requested in writing by the student. Informal, verbal references in conversation or by telephone should be ruled by caution and restraint, seeking to protect the individual from disclosures that are properly matters of private record and not for public information. Any item that is already public, i.e. the fact of attendance at or graduation from the College is obviously not confidential and need not be treated as such. (See also p. 20, sec. 7.)

Any person on the College payroll deserves similar protection. No information should be transmitted to any source without specific request and authorization by the individual concerned.

9. Security

Losses of College owned equipment have been heavy in recent years. Faculty are asked to lock the doors of their offices when they are unoccupied and to keep secretaries' offices, equipment rooms, and laboratories locked except when they are in use. Outside doors of buildings should be kept locked when they are scheduled to be closed. When a faculty member uses his outside door key to enter a building, he or she should be careful to see that the door is locked after use.

Keys for offices, classrooms, and laboratories are available to faculty upon requisition from the office of the Physical Plant. Forms requesting the keys are obtained from the Dean of the Faculty, whose approval is required. Faculty may request that keys be issued to individual students to enable them to enter rooms in classroom buildings, but each requisition must be signed by the faculty member, the student, and the Dean of the Faculty. Master or sub-master keys are not issued to
students and faculty members are asked never to lend such a key to a student.

THE FACULTY IN POLICY FORMATION

The governance system now in use on the campus was adopted by the faculty, the student body, and the trustees in April, 1972. It is contained in a separate section of this Handbook.

According to the Bylaws of the College:

It shall be the function of the faculty to sit as a legislative body and, subject to the veto of the President, to adopt rules and regulations governing the academic requirements of the student body and recommend the granting of degrees in course. The faculty shall keep a book of minutes of its meetings.

1. Meetings

Meetings of the faculty are held regularly on the first Tuesday of each month. The last faculty meeting of the year is held the day before Commencement, at which time the faculty recommends the candidates for degrees. By action of the faculty on March 16, 1954, "attendance at faculty meetings is compulsory unless other College business interferes."

2. Voting

According to the action of the faculty on May 18, 1965:

Voting privileges are for those members of the faculty who teach a full course load or who have duties equivalent to a full course load.

In addition, those part time members of the faculty who are in their second year on the faculty, who teach a minimum of three courses per year, and who agree to attend faculty meetings on a regular basis may be extended the privilege of voting if approved by the faculty. This action was taken by the faculty on November 17, 1964.

3. Rules of Procedure

At its regular meeting on November 4, 1969, the faculty approved the following statement on procedure:

A. That the faculty adopt Robert's Rules of Order (current edition) as its manual for parliamentary procedures, and that the faculty, because of its size, conduct debate in the manner described by Robert as "Informal Consideration" -- since "Formal Debate" would, for example, limit any speaker to only two statements on an issue.
N.B. If Robert's Rules of Order is adopted, the faculty should be aware that the following would be in effect:

1. A quorum is a majority of all members.
2. Suspension of the rules can be effected only by a 2/3 vote. (2/3 of those present and voting.)
3. Calling the previous question can be effected only by a 2/3 vote.
4. There shall be no voting by proxy.
5. Rules that protect absentees cannot be suspended; e.g., no new business could be introduced at a meeting specially called for another purpose.

B. That the faculty appoint a parliamentarian to rule on matters of procedure.

C. That regularly scheduled meetings convene at 4:00 p.m. and adjourn no later than 5:30 p.m.

D. That substantive matters to be brought before the faculty must be channeled through committees, with the following provisions for exceptions:

1. If any individual, having presented an item to a committee for its deliberation and recommendation, feels that the committee is not acting on the matter with sufficient dispatch, he may, with at least one week's prior notice to the faculty in writing, request that the faculty at its next meeting vote on directing the committee to consider the matter and report on it within a specified period of time.

2. Subsequent to this, if the committee reports back but recommends no action and if the individual is still dissatisfied, he may then request the faculty, again with one week's notice in writing, to suspend its rules and to consider his own proposal.

E. That committee reports requiring faculty action must be distributed in writing a week before the meeting at which the report is to be considered.

F. That if any committee has a proposal to bring to the faculty of such importance that it feels the issue should be supported by more than a simple majority of the faculty, the committee can make a corollary proposal that a 2/3 vote be necessary for passage of the proposal. The faculty would then vote on the procedural motion (a majority vote) before voting on the substantive issue.

4. Dissemination of Information from Faculty Meetings

On May 18, 1965, the faculty approved the following resolution:

"All formal actions taken at faculty meetings will be reported to
the campus community within 24 hours by the Dean of the Faculty, the statement to be approved by the Secretary of the Faculty prior to release. All actions will be reported unless there is a formal instruction to the faculty to the contrary. Copies will be sent to each faculty member, to representatives of the Student Government, and to the student newspaper. Until the statement has been released, the faculty and others eligible to attend meetings are required to refrain from revealing or discussing the actions with anyone except those entitled to attend meetings of the faculty. Meetings of the faculty are regarded as closed and confidential and such matters as motives, reasons, discussions, distribution of votes, and positions taken by individuals shall not be disclosed at any time. This is not to be construed as prohibiting a faculty member from expressing his own views on issues involved as long as this is not identified with the discussions in the faculty meetings.

5. Secretary

The Secretary of the Faculty is elected by the faculty in accordance with the procedure adopted October 20, 1959:

Each member of the faculty shall vote for a first and second choice at the time of the election of the members of the General Policies Committee...; the two persons receiving the highest number of total votes (both first and second together) will be placed on a ballot and each member of the faculty will vote for one of these two. The Secretary shall be elected for a three-year term. The most recent election took place in June, 1972.

FACULTY COMMITTEES

The College governance plan provides for the following standing committees, councils and boards. Functions, procedures, and manner of selection of members are described in the section of this Handbook dealing with College governance:

I. College Policies
   College Council
   Faculty Personnel Policies Committee and its
       Sub-committee on Promotions and Tenure
   Long Range Planning Committee for Academic Goals

II. Academic Policies
   Academic Policies Committee
   Academic Appeals Board
   Educational and Research Resources Committee

III. Campus Policies
   College Life Committee
   Co-curriculum Committee

In addition to these the College Scholar Committee, the Grievance Committee, and the Coordinating Committee on Black Faculty Recruitment are standing committees of the faculty. Faculty members also serve on the
student judicial committees and represent the faculty at meetings of the Board of Trustees and on committees of the Board of Trustees

Committee assignments for 1972-73 are:

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<tr>
<th>Committee Assignment</th>
<th>Division</th>
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<tr>
<td>College Council</td>
<td></td>
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<tr>
<td>Miss Cowler (2 yr.)</td>
<td>Division I</td>
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<tr>
<td>Mr. Grossman (2 yr.)</td>
<td>Division II</td>
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<tr>
<td>Mr. Coutts (2 yr.)</td>
<td>Division III</td>
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<tr>
<td>Mr. Croydon (1 yr.)</td>
<td>At Large</td>
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<td></td>
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<tr>
<td>Faculty Personnel Policies Committee</td>
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<tr>
<td>Mr. Faber (3 yr.)</td>
<td></td>
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<tr>
<td>Mr. Troyer (2 yr.)</td>
<td></td>
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<tr>
<td>Mr. Bartlett (1 yr.)</td>
<td></td>
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<tr>
<td>Mr. Weiner (3 yr.)</td>
<td></td>
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<tr>
<td>Mr. Sproat (2 yr.)</td>
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<tr>
<td>Mr. Louch (1 yr.)</td>
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<tr>
<td>(The first three named faculty members of this committee constitute the Sub-committee on Promotion and Tenure.)</td>
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<tr>
<td>Long Range Planning Committee for Academic Goals</td>
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<tr>
<td>Mr. Herlihy (Chairman)</td>
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<td>Mr. Checkosky</td>
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<td>Mr. Cole</td>
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<tr>
<td>Academic Policies Committee</td>
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<tr>
<td>Mr. Greenfield</td>
<td>One year term - Division I</td>
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<tr>
<td>Mr. Radandt</td>
<td>Two year term - Division I</td>
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<tr>
<td>Mrs. Hale</td>
<td>One year term - Division II</td>
</tr>
<tr>
<td>Mr. Moodie</td>
<td>Two year term - Division II</td>
</tr>
<tr>
<td>Mr. Donnally</td>
<td>One year term - Division III</td>
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<tr>
<td>Mr. Packel</td>
<td>Two year term - Division III</td>
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<td>Academic Appeals Board</td>
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<tr>
<td>Mr. Giere (Chairman)</td>
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<tr>
<td>Miss Bowen</td>
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<td>Mr. Cochran</td>
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<tr>
<td>Educational and Research Resources Committee</td>
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<tr>
<td>Mr. Runge (Chairman)</td>
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<tr>
<td>Mr. Fishman</td>
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<tr>
<td>Mr. Galloway</td>
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<td>Mr. Shively</td>
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<tr>
<td>College Life</td>
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<tr>
<td>Mr. Behling</td>
<td>Two year term</td>
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<tr>
<td>Mr. Fischer</td>
<td>One year term</td>
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<td></td>
<td></td>
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<tr>
<td>Co-Curriculum Committee</td>
<td></td>
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<tr>
<td>Mr. Frederick</td>
<td></td>
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<tr>
<td>Mr. Hansen</td>
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</table>
The College provides a retirement program through the Teachers' Insurance and Annuity Association. The following provisions apply:

Only full time members of the faculty are eligible for participation in the T.I.A.A. - C.R.E.F. retirement program, except that a faculty member otherwise eligible who is temporarily on a part time appointment or on leave of absence is continued in the program, the contribution to be based on the actual salary paid during the time he is on reduced salary.

Members of the faculty in the ranks of professor and associate professor are eligible for participation.

Members of the faculty in the rank of assistant professor are eligible for participation if they have been full time members of the faculty for three years or if they reach thirty-five years of age and have been full time members of the faculty for at least two years. (The Board of Trustees may waive these requirements for eligibility in individual cases, provided that the faculty member has had five years of full time teaching experience or already has a T.I.A.A. contract.)

Instructors and full time lecturers are ordinarily not eligible for participation but, if individually approved, they may participate on the same basis as assistant professors.

Administrative officers and other professional employees in administrative offices participate on the same basis as the academic rank in which their salaries fall.

Lake Forest College makes the entire required contribution to the T.I.A.A. - C.R.E.F. for eligible members. In some cases, however, members of the faculty make an additional contribution from their salaries, which can be done by salary "reduction" rather than salary "deduction." Information about this option may be obtained from the Dean of the Faculty or from the Controller. For those whose appointments were effective prior to September 1, 1972, the following percentages apply:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Professors</td>
<td>15%</td>
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<tr>
<td>Associate Professors</td>
<td>12½%</td>
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<tr>
<td>Assistant Professors,</td>
<td></td>
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<tr>
<td>Instructors, and Lecturers</td>
<td>10%</td>
</tr>
</tbody>
</table>
For those whose appointments are effective beginning September 1, 1972, the percentage is 10% for all eligible participants.

The policies may not be surrendered for a cash settlement except under unusual circumstances, as determined by the T.I.A.A. If a faculty member leaves the College he carries his policy with him and the College contributions remain credited to the faculty member.

Faculty members are covered by the Federal Social Security program.

Retirement occurs at the close of the academic year during which the faculty member reaches the sixty-fifth anniversary of his birth date. Members of the faculty who reach the age of sixty-five after August 31st will retire at the close of the following year. Benefits will continue until the end of August, even though teaching duties have ceased in June. By invitation of the College, a faculty member may accept reappointment annually as a part time teacher for three years after reaching retirement age. Tenure ceases at age sixty-five.

Voluntary retirement, carrying emeritus status, may be elected by a faculty member between the ages of sixty and sixty-five. A faculty member who chooses to retire and is granted emeritus status before age sixty-five is no longer considered to be on tenure.

Faculty Dependents' Tuition

Lake Forest College will contribute toward the costs of college tuition of sons and daughters who are dependents of faculty members. For those faculty members whose appointments were effective prior to September 1, 1972, the contribution is the actual cost of tuition up to a maximum of $2,750. For those whose appointments are effective September 1, 1972 and thereafter, the contribution is the actual cost of tuition up to a maximum of thirty-five per cent of the tuition at Lake Forest College at the time. No contribution will be made to cover costs not included in the comparable charge to other students who attend Lake Forest College. This means that room, board, student insurance, activity fees, and like items are excluded. The payment, which is made directly to the college or university in which the son or daughter is enrolling, is continued until a total of four academic years of undergraduate work has been subsidized or until a baccalaureate degree has been awarded, whichever time is less. Graduate or post-graduate professional work will not be subsidized. Subsidy ceases when the faculty member reaches the normal retirement age or upon death of the faculty member before retirement, except that if death occurs during an academic year the subsidy will be paid for the remainder of the academic year.

Faculty members, their spouses, and children will receive free instruction in regular classes. An admission fee of $15 is charged at the time of first registration for credit and the student activity fee must be paid by the student. Private lessons and tutorial and independent study are not included.
Insurance Program

Health and life insurance programs for the full time faculty and all other full time employees is provided. The details of the plan are outlined in a booklet available from the Business Office. The College pays the health insurance premium for the employee and for his family. Children over 14 days and under 21 years of age are covered and children over 21 who are students are covered if the employee is entitled to an income tax deduction for the child.

Life insurance and accidental death and dismemberment benefits in the amount of one and one-half times salary (up to $40,000 coverage) is carried by the College at no cost to the faculty member. This insurance decreases by 5% at the beginning of the academic year after the faculty member reaches the fifty-fifth anniversary of the date of his birth and each year thereafter decreases by 5%, calculated to the nearest $100.

The College provides a salary continuation insurance plan for all full time members of the faculty and for administrative officers of the College. This fringe benefit provides income for an indefinite period of total disability after three months from the beginning of the disability. The premium will be paid by the College. The first three months of full salary is paid from the current salary budget. The insurance company pays 66 2/3% of the monthly salary up to a maximum of $1,000 of payment per month during the period of disability. The T.I.A.A. premium, if the faculty member or administrative officer is on T.I.A.A., is also paid by the insurance company.

The insurance program is administered by the Business Office.

Leaves of Absence

Applications for sabbatical leaves are received by a designated time each fall for the following academic year from members of the faculty on tenure who have completed six years at Lake Forest College and who have not reached the sixtieth anniversary of their birth dates. Seniority as well as the purpose of the leave will be primary considerations in determining those to whom leaves of absence will be awarded. It is expected that research, writing, or post-doctoral study will be the usual activity. Leave will be for a full year at three-fourths salary or for one term at full salary and is contingent upon finding an adequate replacement. Eligibility for sabbatical leave is not a guarantee that leave will be granted.

In addition, leaves of absence without salary may be granted upon application if the intended use of the leave seems to be in the best interests of the College as well as the faculty member and if a suitable replacement can be found.

Leaves usually should not be more than a year in length nor come more frequently than once in three years. Exceptions to this rule are possible for such purposes as the public service.
Leaves of absence for up to one year will not ordinarily affect normal consideration of a faculty member for a salary increase, for promotion, or for eligibility for tenure. If an exception to these policies is to occur, notice of such exception must be given to the faculty member in writing at the time the leave of absence is granted. A non-tenured member of the faculty may, therefore, unless informed otherwise in advance or unless he requests that it not count, assume that a single year or less of leave will count toward the time required before tenure is granted. A tenured member of the faculty will not, however, be allowed to count a leave of absence toward eligibility for a sabbatical leave of absence except as provided in the above second sentence of this section.

The contribution of the College to T.I.A.A. while a faculty member is on sabbatical leave of absence is based on the salary actually paid to the faculty member rather than on the salary he would have received had he not been on leave. All other benefits are paid in full. The College pays no benefits for a faculty member on leave of absence without salary.

A member of the faculty on sabbatical leave is not permitted to accept for the nine month College year total earnings in salary and grants in excess of the full salary he would have earned if he were teaching at the College rather than being on sabbatical leave. If salary or a grant in excess of one-fourth of the "full" salary that would be earned in residence is accepted, the amount contributed by Lake Forest College will be reduced so that the total income does not exceed "full" salary. Expenses necessary for the project may be deducted from a non-taxable research grant before computing total earnings.

Ordinarily a faculty member on sabbatical leave is not permitted to teach at another college or university, but in unusual circumstances, he may request that he be permitted to accept such employment while he is on sabbatical leave provided it is for not more than one-fourth time and that his salary from the other college is not more than one-fourth of the salary which he would receive from Lake Forest College that year if he were teaching full time. The project expense exemption does not apply in this case. For example, he will not be allowed to earn more for teaching in order to cover travel expenses to the college or university at which he is to do part time teaching.

Summer Research Grants

Summer research grants to cover the costs of research are available to full time instructors, assistant professors (not on tenure), and lecturers. Application must be made by a designated time in the late fall preceding the summer during which the grant is to be used. Eligibility for a grant is not a guarantee that a grant will be awarded, since budget limitations may prevent awarding grants to all applicants. A special grant in the humanities, supported in part for four years by the Ford Foundation, is available in addition to members of the faculty who teach in Division I. This grant is available to all full time members of the faculty in this division.
Summer research grants, even though awarded several months before their effective date, are cancelled for persons who resign effective on or before August 31 of the summer during which the grant would have been used.

Caps and Gowns

The College provides caps and gowns (but not hoods) for the use of the faculty. The faculty member keeps them as long as he or she is a member of the faculty.

Professional Meetings

The following plan for reimbursement of expense incurred by faculty members when attending professional meetings is in effect:

1. Round trip air coach fare (upper limit is the fare to San Francisco) will be allowed.

2. Payment of between $12.50 to $25.00 per night for room costs for the number of nights required for attendance at the meetings up to a maximum of four nights will be allowed.

3. One trip per year per faculty member who is eligible will be allowed.

4. In order to keep the total costs of attendance at professional meetings and conferences within the budget allocation for a given year, the Dean of the Faculty will determine at the beginning of the academic year whether 100% or some lower percentage of the figure calculated according to the above guidelines can be paid to each individual faculty member.

5. Other costs, such as those for meals, transportation to and from the airport, gratuities, and conference fees, will not be paid by the College.

6. There will be no reimbursement for a meeting within fifty miles of the campus.

7. There will be no reimbursement to a faculty member who is appointed to the faculty with the understanding that the appointment is a temporary one of one year or less.

8. There will be no reimbursement to a faculty member who is part time except for those who have been granted the privileges of full time faculty by vote of the faculty.

9. If a faculty member wishes to attend a professional meeting outside the continental United States, he will be allowed the fare to San Francisco toward the cost of transportation. If he has not attended a professional meeting at the College expense in the fiscal year preceding the meeting outside the continental United States, he may have the fare equal the fare from Chicago to New York from the budget of the preceding
fiscal year and the fare from Chicago to San Francisco in the fiscal year
during which the meeting takes place. The restriction to a maximum of
four nights applies here as it does to domestic trips.

College Housing

The following policies are in force with respect to the assignment
of College housing:

1. When a member of the faculty is granted tenure, he shall be given
notice to vacate the College house or apartment that he is occupying
by the end of the next academic year.

2. When a member of the staff who is not eligible to be considered for
tenure receives a salary equal to or above the minimum salary of an
associate professor for the same academic year, he shall be given
notice to vacate the housing which he is occupying by the end of the
next academic year.

3. Those individuals occupying College housing who have not yet received
tenure or, in the case of members of the staff, have not achieved the
salary level specified in Section 2 above, shall have their occupancy
status reviewed at the end of eight years in College housing.

4. In addition to chronology of request, such factors as family size, and
base salary shall be considered in the assignment of available housing.

5. Certain houses and apartments may be set aside for the use of adminis-
trative officers and staff whom the College administration determines
should live on or near the campus because of their particular duties.

6. A committee consisting of the Dean of the Faculty, the Business
Manager, and the members of the Sub-committee on Promotions and Tenure
determines the priority of assignments when factors other than chro-
nology of request are to be taken into consideration in the assignment
of the available housing. This committee will also participate in the
review of the occupancy status of those individuals covered in
Section 3.

Emeritus Professors

Emeritus professors will retain full faculty rights and privileges
exclusive of tenure, salary, direct financial benefits, committee member-
ship and the vote. It will be the obligation of the Dean of the Faculty
to make appropriate arrangements for the emeritus professor's access to
college facilities and events. Among these rights and privileges will be
included the following: the use of office space and laboratory facilities
when available; free use of the library and sports center facilities; a
faculty mailbox if requested; attendance at college sponsored academic,
social and athletic events under conditions accorded all faculty; member-
ship in college-associated organizations; attendance at faculty meetings;
a listing in the staff directory; and participation in commencement
ceremonies.
Lake Forest College has two library buildings. The Donnelley Library is open during the regular school year according to the following schedule:

Monday through Friday... 8:00 a.m. to 12:00 Midnight
Saturday ................. 8:30 a.m. to 5:00 p.m.
Sunday ..................... 2:00 p.m. to 12:00 Midnight

(No reference service after 10:00 p.m.)

The Freeman Science Library's hours are as follows:

Monday, Tuesday, Wednesday, Thursday .. 8:30 a.m. to 10:00 p.m.
Friday, Saturday .............. 8:30 a.m. to 5:00 p.m.
Sunday ..................... 2:00 p.m. to 10:00 p.m.

During the summer terms and school vacations both libraries are open on week days only (Monday through Friday) at hours posted.

The entire library collection numbers approximately 120,000 volumes of books, journals, and major reference works, including several valuable collections which have been given to the College. Approximately 850 current periodicals and scholarly journals are received regularly. Recently the library was designated as a depository for selected United States Government documents. Readers are available for the use of microfilm and microcard materials owned by the library or obtained through loan or purchase by individuals.

The library uses a divided catalogue with all subject references in one alphabetical section and author and title references in the other. The books are classified and arranged on the shelves according to the Library of Congress system of classification, being located on the upper floor of the building. Books of particular value or unusual rarity are shelved in locked cases in the Treasure Room, an area adjacent to the mail collection of books. They are available upon request from the loan librarian in charge. Current issues of periodicals are displayed in the periodical reading area to the right of the main entrance to the library. Back files of journals and magazines are shelved in an adjacent stack area, arranged alphabetically by title. Government publications such as the Congressional Record, Bureau of Census reports, and other uncatalogued serial publications are located in the center section of the lower floor, which is accessible through the central stairway. The arrangement of books and periodicals is designed to permit free access by faculty and students to all materials for use within the library.

Members of the faculty may request that certain books needed for specific assignments be placed on closed reserve shelves. These books are shelved in stacks behind the loan desk and are dispensed upon request by student clerks who are in attendance. It is understood that these books are to be used within the library during library hours, being charged out for home study at the closing hour only. Faculty members are requested to
submit reserve lists well in advance of assignments so that the books may be available when they are needed for reserve purposes.

Faculty members needing material for research projects or work on dissertations may request material from other libraries on inter-library loan. This service is extended through the circulation department of the library. Scholarly libraries located in the Chicago metropolitan area are open to the faculty member if this library is unable to supply the specialized material he needs. However, in almost every case, some identification as a member of the College faculty is required. Each faculty member is provided with a library card for use in borrowing books from this library. The card bears the faculty member's name and indicates that he is a member of the Lake Forest College faculty. Anyone wishing to make use of the libraries listed below should consult the Librarian regarding these credentials. The libraries are:

- John Crerar Library (Chicago) - specializing in science, technology, and the social sciences.
- Library of International Relations (Chicago) - (Lake Forest College is a member) specializing in foreign newspapers, magazines and official documents.
- Newberry Library (Chicago) - restricted to literature, history and the arts.
- Northwestern University Library (Evanston)
- Northwestern University Technological Institute Library (Evanston)
- University of Chicago Library (Chicago)
- Chicago Public Library (Chicago)

The library is the heart of the college. The library staff is primarily dependent on its faculty for maintaining the strength of its collections. Therefore, it is the responsibility of each faculty member to order library materials in his area of competence subject to the direction of the department chairman (cf. p. 14, sec. 5). General works, replacements, reference works, and general periodicals are selected by the Librarian.

In determining which books or periodicals to order, faculty members should take into account the following guideline: The library collection shall contain the basic works in each discipline, suitable for the study and reference needs of undergraduates. In addition (since the library has limited funds and space) departments are encouraged to further specialize in selected areas within their discipline and, in cooperation with other departments, in inter-disciplinary fields of concern.

The following policy with regard to the selection of materials for purchase has been worked out between the Librarian and the faculty:
(2) Primary source materials are purchased in fields in which they will be useful in undergraduate instruction whenever the budget allows and such materials are available.

(3) Purchase of textbooks is discouraged as a general practice except when particular need is shown for collateral reading material or a text covers material not otherwise available. (The library does not acquire any textbook currently designated as a text for a course.)

(4) As many technical periodicals and abstracting journals are purchased as funds permit.

THE ADMINISTRATION OF THE COLLEGE

The chart on Page 38 shows the administrative structure of the College.

MEMBERS OF THE FACULTY OUTSIDE THE CLASSROOM

The normal social life of the campus provides many opportunities for faculty members to get together with each other and with students. Through the churches of the community, through some of the community organizations, and through a series of activities involving the faculty members and the community, which the faculty arranges, faculty members have some opportunity to meet other people who live in the town of Lake Forest. There are, however, only a few planned social activities on campus which involve the whole faculty. Usually there is held in the fall a reception for new faculty and staff people. The Campus Circle, to which women faculty and staff members and the wives of the faculty and staff members belong, also plans one or two social events involving all faculty and staff members sometime during the year.

Faculty members are welcome to use the coffee shop in the Commons where students congregate. Many members of the faculty use their homes either for social occasions or for meetings. This is a particularly good way to get better acquainted with advisees. The College will reimburse members of the faculty for the out-of-pocket expenses of entertainment for students. Requests should be presented in advance to the Dean of the College.

Members of the faculty and their husbands or wives are encouraged to participate in the student social life by accepting invitations to be guests at student social functions. Faculty members also frequently act as advisers to social groups by their invitation. Many departments have clubs for students interested in work in a particular area. In some cases faculty members are members of the group and in others they serve as advisers.
The College sponsors a program of cultural and religious activities. Many cultural events are scheduled on the campus during the year. Most of these are open to the faculty without charge. Admission to the College plays and athletic events is free to each faculty member, his wife or her husband, and dependent children.

Churches

The churches in the community of Lake Forest and Lake Bluff include the First Presbyterian Church, the Church of the Holy Spirit (Episcopal), St. Mary's (Roman Catholic), First Church of Christ, Scientist, Church of the Covenant (non-denominational), Grace Methodist Church (Lake Bluff), the Union Church of Lake Bluff (non-denominational), Faith Lutheran Church (Missouri Synod), St. James' Lutheran Church (Lutheran Church in America), the United Church of Christ, the North Shore Unitarian Church, B'nai Torah Reform Temple (Highland Park), the Society of Friends, and two Baptist churches.