LAKE FOREST COLLEGE

FACULTY HANDBOOK

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FACULTY HANDBOOK

Section I
FACULTY PERSONNEL POLICIES

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SECTION I

FACULTY PERSONNEL POLICIES

A. APPOINTMENTS, PROMOTION, TENURE

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 Director of Admissions, the Director of Athletics and the other coaches.

Definition of Rank

By vote of the Board of Trustees on April 6, 1974, the following policy regarding faculty rank is in effect:

Effective with appointments or reappointments offered for the academic year 1975-76, the following rules will apply regarding faculty rank, and where appropriate supercede prior regulations or understandings:

a. Professorial rank (Instructor, Assistant Professor, Associate Professor, Professor) shall be reserved for those members of the faculty who are on full-time appointment at the College, provided such appointment includes regular teaching duties. In all such cases, the appointment must be reviewed by the Promotion and Tenure Sub-committee of the Faculty Personnel Policies Committee. Only full-time teaching appointments shall carry tenure expectations.

b. Promotion within academic rank is based on the faculty member's effectiveness in his or her teaching commitments, as indicated in the Faculty Handbook. These guidelines apply to all faculty with professorial rank, including those whose appointments are not full-time teaching appointments; the timing of promotions for faculty in the latter category will not ordinarily occur in the same sequence as for full-time teaching faculty.
c. Faculty members appointed on a part-time basis will be appointed with the title of Lecturer, and shall not be considered eligible for tenure or promotion as defined above. Reappointment shall be with the title of Lecturer as long as the appointment is part-time.

d. Faculty holding professorial rank who become part-time shall be reappointed with the title of Lecturer, unless they have tenure in which case the professorial rank shall continue.

Appointment Procedures and Policies

Equal Employment Opportunity

All faculty appointments must meet equal employment opportunity standards. The President of Lake Forest College defined these standards in the following proclamation. It was approved by the Board of Trustees on September 27, 1975:

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.

The Appointment Process

Full-time faculty appointments are made by the Board of Trustees, and no appointments are official until confirmed by the Board. Candidates for faculty positions are interviewed by members of the Faculty Personnel Policies Committee and the Dean of the Faculty, who together make final recommendations to the President. Upon acceptance of an offer on the part of the new faculty member, the President will submit the names of such candidates to the Board of Trustees for approval.

In recruiting and appointing faculty, every effort shall be made to obtain the best qualified person for the available position. If this effort results in a relationship in which one member of a family would be evaluated by another member, some substitute arrangement for such evaluation will be worked out. Other departmental faculty and/or a special committee appointed will function for the purpose.

I-A-2
The Term of Appointment

Appointment to the faculty is for a year at a time until tenure is awarded. However, if the term of appointment to the faculty is not specified in the letter of appointment or contract, the appointment continues until notice of termination is given in accord with the statement on "Termination of Services" which appears in this faculty handbook. If the term of the appointment is stated in the letter of appointment or the contract, the appointment will end at the specified time without further notification from Lake Forest College to the faculty member.

Faculty Salaries

Salaries of full time members of the teaching faculty are paid in twelve equal installments, always 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. It is customary to send to each faculty member written notice of the salary for the coming year following the spring meeting of the Board of Trustees, at which time the budget for the next year is approved.

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 Chairperson 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:

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.

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.

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.

Faculty Promotion and Tenure

Recommendations for promotion and tenure are made to the President by the Promotion and Tenure Sub-committee of the Faculty Personnel Policies Committee. Faculty members to be considered for promotion are those recommended by the department chairperson 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 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 chairperson of the Sub-committee 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 chairperson, who will take this statement into account, along with other factors, when he makes his recommendation to the Sub-committee.
The Sub-committee 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 Sub-committee 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 Dean of the Faculty, the chairperson 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.


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 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 large 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 very 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 Sub-committee 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 Chairperson 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. 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. I-B-283). 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).

B. TERMINATION, GRIEVANCES, LEAVES

Termination of Faculty Appointments

Resignations

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 one 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.

**Notices of Termination for Non-Tenured Faculty**

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.

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.
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.

On November 7, 1973, the method of electing members of the Grievance Committee was modified as follows:

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, administrative officer, or member of the Faculty Personnel Policies Committee shall serve on the Committee.

...the Chairman of the Personnel Policies Committee should send out a ballot containing the names of people eligible for the Grievance Committee. Each faculty member would vote for three people on this ballot. The names of the six people receiving the largest number of votes would then appear on a second ballot from which each voter would pick three names. The three people receiving the largest number of votes would be the members of the Grievance Committee and the person receiving the fourth largest number of votes would be an alternate member.

*To be reviewed for compliance with regulations of Title IX during 1975-76.
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.)
Emeriti Professors

Emeriti professors will retain full faculty rights and privileges exclusive of tenure, salary, direct financial benefits, committee membership 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; membership in college-associated organizations; attendance at faculty meetings; a listing in the staff directory; and participation in commencement ceremonies.

Additional Employment

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 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.

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 counselling with him for pay, whether he is in one of the faculty member's classes or not.

Leaves of Absence

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 in writing that it not count, assume that a single year or less will count toward the time required before tenure is granted.
Sabbatical Leaves

Tenured members of the teaching faculty at Lake Forest College are eligible for sabbatical leaves. Applications must be submitted to the Dean of the Faculty, for review by the Faculty Personnel Policies Committee, by November 1 of the year prior to the academic year for which the leave is proposed. Considerations affecting the granting of leaves will include the purpose for which the leave is to be used, the length of time which has elapsed since the applicant's previous leave, if any, and the degree to which the College can carry on an adequate program in the absence of the applicant. It is expected that research, writing, creative endeavor, or post-doctoral study will be the usual activities undertaken. A leave of absence should be started only if the faculty member expects to return to the College for the academic year following the leave. Eligibility for sabbatical leave is not in itself a guarantee that leave will be granted.

Eligible faculty members may apply for sabbatical leaves according to any of the following programs:

1. After six years of full-time teaching:
   a. a leave of two terms or of a year at three-quarter salary
   b. a leave of one term at full salary

2. After three years of full-time teaching, a leave of one term or of one-half year at three-quarter salary. A faculty member who takes this option must carry a full teaching load for the remainder of the academic year in which his leave falls.

The eligibility described above extends until the faculty member has reached the age of 60.

Faculty members who receive sabbatical leaves are expected to submit to the Dean of the Faculty reports of the work accomplished while on leave. These reports will become part of the faculty members' records and will be considered in evaluating their total performance.*

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.

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.

*The above policy was approved by the Board of Trustees on September 14, 1974.
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.

**Leaves Without Pay**

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. The College pays no benefits for a faculty member on leave of absence without salary.

Leaves of absence for child care purposes are considered as leaves without salary; such leaves must be requested as early as possible, for periods of time concurrent with an academic term.

On February 4, 1975, the faculty passed the following statement on maternity leave:

The College policy on maternity leave for faculty members is based upon the guidelines issued by the Equal Employment Opportunities Commission: "Pregnancy, miscarriage, abortion, childbirth and recovery therefrom are regarded, for all job-related purposes, as temporary disabilities. The determination of the length of time an employee will require for leave because of such disabilities is a medical decision between that woman and her physician, to be treated in the same way as any other sick leave." To assure the adequacy of the academic program, a faculty member expecting to require such leave should confer with her department chairperson as early as possible.

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.

**C. FRINGE BENEFITS**

**Retirement**

The College provides a retirement program through the Teachers' Insurance and Annuity Association. The following provisions apply:
All faculty teaching three or more courses per academic year, and all professional personnel employed half-time or more, after completion of three years of service and twenty-five years of age, are eligible for participation in the T.I.A.A.-C.R.E.F. retirement program.

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 may make an additional contribution from their salaries through a salary "reduction" plan. "Salary Reduction Annuity" is a new form of contract for employees who want to set aside tax deferred funds over and above amounts being accumulated under their institution's basic retirement plan. Information about this option may be obtained from the Personnel Office.

"The College's contribution is 10% of the annual salary for all eligible participants, except that for those who were in the College's employ prior to September 1, 1972, the contribution depends on rank (15% for full professors, 12 1/2% for associate professors, and 10% for assistant professors and instructors."

Insurance Program - Full Time Employees

1. The health insurance premium for an employee and his family is paid by the College. Details of the insurance plan are published in a special booklet available at the Personnel Office.

2. Life insurance and accidental death and dismemberment benefits in the amount of one and one-half times salary is carried by the College at no cost to the employee.

3. A salary continuation insurance plan for all employees of the College is provided. This fringe benefit provides income for an indefinite period of total disability after 90 days from the beginning of the disability. The premium will be paid by the College. The insurance company pays 66 2/3% of the monthly salary, coordinated with Social Security Disability Benefits, up to a maximum of $2,000 of payment per month during the period of disability. The T.I.A.A.-C.R.E.F. premium currently being paid by the College is paid by the insurance company provided the employee is then on the T.I.A.A.-C.R.E.F. plan.

Moving Expenses

The College will reimburse full-time faculty members for part of the moving expenses incurred during the initial move from the faculty member's former principal place of residence to Lake Forest in connection with a new appointment at the College. The cost of moving normal household goods and books, but not special costs for moving pets, will be considered. It is recommended that sending
books by mail be looked into as that is often a less expensive way. Reimbursement will be one half, but the College's contribution will never be more than $500, of actual moving expenses and will require full documentation in the form of receipts. The College will not reimburse for travel and/or lodging and meal expenses for himself or any member of his family during the move.

If a faculty member accomplishes the moving by renting a commercial truck or trailer, the following items may be included in the total moving expenses: rental of truck or trailer, gasoline, reasonable labor costs for loading and unloading, and reasonable costs for packaging materials. In no case will the College pay more than half of the actual moving costs. The College will not be responsible for any loss or damage.

The College will not reimburse for storage costs.

Attendance at Professional Meetings

The College encourages attendance at professional meetings and will compensate for expenses incurred, providing the following guidelines are met:

1. Eligibility:
   a. Full time faculty members on a continuing appointment, provided they carry at least a half-time teaching load, may receive compensation for major expenses incurred while attending one professional meeting a year. There will be no compensation if a faculty member's appointment is temporary (one year or less) in nature.
   b. Faculty members on leave of absence, including sabbatical leaves which may be for less than a full academic year, are not eligible during the year of their absence.
   c. Part-time teaching faculty are eligible if they have been granted the privilege of voting in faculty meetings.

2. Travel Compensation:
   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 decide at the beginning of the academic year whether 100% or some lower percentage of the figure calculated according to the guidelines will be paid.

   Faculty shall be reimbursed for actual charges incurred in travel as follows:
   a. For hotel accommodations up to $25.00 per day, with a four day maximum.
   b. For travel
      (1) By air, at no more than air coach fares, and unusual ground transportation costs to and from airports when such costs exceed $10.00; normally taxi fares are excluded;
      (2) By automobile, at a rate of 10¢ per mile for the owner of the vehicle, not to exceed air coach fare;
      (3) By train, at a ticket cost plus meals on the train, not to exceed air coach fare.
Note: To assure compensation at the maximum rate for all attending professional meetings, faculty are urged to take advantage of group, charter, or other special flight and convention accommodation rates.

Faculty who join group flights or use package tours may receive reimbursement of actual costs up to the allowable maximum amount of air coach fare. In the case of package tours a reasonable amount will be assigned to cover motel expenses.

3. Travel Outside Continental United States:
A faculty member may receive compensation for attending a meeting outside the Continental United States once every three years. In such cases, the faculty member will be allowed the fare to San Francisco toward the cost of transportation; the restriction of a maximum of $25.00 for hotel accommodations for up to four days will apply.

4. Procedures:
The Dean of the Faculty's Office provides forms to be used for requesting compensation for travel costs. Documentation of expenses incurred should be attached. Faculty members who wish to charge the purchase of air or rail tickets for trips that fall under the above guidelines must pick up a signed purchase requisition in the Office of the Assistant to the Dean of the Faculty. The Lake Forest travel agencies will honor such requisitions. If tickets are purchased at travel agencies other than in Lake Forest, reimbursement can be made only after submission of all expense documents.

Summer Research Grants

Summer research grants to cover the costs of research are available to full time instructors, and assistant professors (not on tenure). 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.

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 may keep them as long as he or she is a member of the faculty.
Faculty Dependents' Tuition

Lake Forest College will contribute toward the costs of college tuition of sons and daughters who are dependents of faculty members. The contribution is the actual cost of tuition up to a maximum of thirty-five percent of the tuition at Lake Forest College at the time, except that for those faculty members who were in the College's employ prior to September 1, 1972, the contribution is the actual cost of tuition up to a maximum of $2,750. 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 professional study will not be subsidized. Application for this benefit must be made in advance by April 1 each year. 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 at Lake Forest College. Such dependents are eligible for that portion of tuition not covered by a monetary award from the Illinois State Scholarship Commission. (It will be the obligation of faculty members to make application for their spouses and children for the monetary award from the Illinois State Commission in all cases when attendance in an Illinois college or university is contemplated except where educationally ineligible for such ISSC consideration.) The College will charge an admission fee of $15 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.

College Housing

1. When a member of the teaching faculty is notified of the decision to grant tenure, or, in the case of appointments initially at the associate professor level or above, of the decision not to make the fourth year appointment a terminal one, he shall also be given notice to vacate college housing by the end of the contract year following that in which the above decision is made. It shall further be understood that no one may be expected to vacate residence until four years have elapsed from the time of his joining the faculty.

2. When a member of the non-teaching faculty or an administrator, who is not eligible for tenure, receives a salary below the minimum salary of an associate professor (such salary to be adjusted if necessary on a ratio of 9 to 11 for appropriate comparison) he shall be permitted to reside in college housing.
for seven years, provided his salary remains below the specified level. If during the period of occupancy of college housing his salary rises above the minimum for an associate professor, he shall be notified that he must vacate such housing after one more year of occupancy. It shall be understood that any one appointed to the non-teaching faculty, under the above described conditions, shall be permitted to reside in college housing for a minimum of four years, and that notice to vacate will be given at the end of the third year.

Members of the non-teaching faculty or administrators who are appointed at salaries above the minimum for associate professors (such salary to be adjusted on a ratio of 9 to 11 for appropriate comparison) may reside in college housing for four years. The notice to vacate will be given at the end of the third year.

3. Certain houses and apartments may be set aside for the use of administrative officers and staff whom the College administration, after consultation with the Faculty Personnel Policies Committee, determines should live on or near the campus because of their particular duties.

4. In addition to order of request, such factors as family size and base salary shall be considered in the assignment of available housing. These factors apply to the consideration of requests for changes from those already occupying faculty housing, as well as those who are asking to obtain it.

5. A person seeking College housing or desiring a change in housing shall fill out the standard housing request form and submit it to the College Personnel Officer, who shall keep a file of applications in the order in which they are received. That file will be available for inspection by those who are applying for College housing. A committee consisting of a representative of the administration designated by the President, the Dean of the Faculty, or a representative from the staff selected by the Dean, and at least one member of the Subcommittee on Promotion and Tenure, will determine the priority of assignment when factors other than the order of request are to be taken into consideration.

6. Whenever college housing cannot all be filled by eligible members of the faculty or administration, those currently living in the housing may be given one-year leases to continue in residence even if they have become ineligible according to the rules stated above.

Among the deciding factors which the Housing Committee will apply in determining who among those who are technically ineligible for College housing should be given preference in these instances, will be salary per person of the applying faculty or staff plus dependents, the size of available housing units, and the length of previous stay in College housing.
7. The normal term of lease is from June 1 through May 31. In the event that a faculty or staff member who is renting from the College purchases housing, the lease may be shorter. Such requests should be made to the Business Manager as soon as possible but no later than thirty days prior to the desired date for terminating the lease.

Use of College Facilities

Members of the faculty, their spouses and children are encouraged to use the library and its facilities, the Sports Center at designated hours, Commonplace for fast foods and meeting students, and (adults only) the Pub for refreshments and conviviality.

In addition, most activities of the college are available to faculty and their immediate families without charge. These include athletic events, lectures, discussions, concerts, films, and dramatic presentations.
SECTION II
FACULTY ACADEMIC AND ADMINISTRATIVE POLICIES

A. FACULTY ACADEMIC POLICIES

Faculty Responsibilities

The appointment year of the teaching faculty extends from September 1 to the following August 31; teaching responsibilities, in general, extend from September through commencement. Faculty are expected to participate in the first scheduled events each fall and at commencement activities each spring unless excused by the Dean of the Faculty.

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.

It is further expected that every faculty member will work out carefully and give to the students early in the term a detailed syllabus outlining the objectives and the assignment schedule of the course.

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-two. 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.
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 chairperson. 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 chairperson will vary from three to five, the number in each case to be decided by the Dean of the Faculty after consultation with each chairperson.

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 in 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.
Teaching Regulations

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 chairperson of the department or the Dean of the Faculty if the chairperson 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 chairperson for taking care of his classroom responsibilities during his absence.

Promptness in beginning and dismissing classes is important in maintaining the schedule.

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.

Any other exception must be approved in advance of the Academic Appeals Board. The faculty member should direct the student who appears to have valid reasons for requesting an exception, including an early final examination, to petition the Academic Appeals Board.

There are courses in which a final examination may not be appropriate. That decision must be made by the faculty member who teaches the course. It is urged that the most careful use be made of that option. If a final term paper is to take the place of a final examination in a course, 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 a 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 chairperson 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.

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.

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.
Academic Honesty

The College has a detailed policy on academic honesty. It was adopted by the faculty on February 6, 1973. The Student Handbook describes the policy in full and outlines the responsibility of both faculty and students under it.

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 Student Affairs.

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.

Student Evaluation of Courses and Teaching

The faculty voted on May 14, 1974, to institute a regular procedure for student course evaluation:

The student evaluation form will be administered in class time by the departmental student advisory committee under the direction of the Dean of the Faculty. Completed forms are to be delivered to the Dean. The results will be tabulated only after the course is over and the grades are in.

Tabulated results and copies of individual comments shall be given to the instructor for his own use; to his chairperson, who may wish to give him guidance; and to the Dean of the Faculty, who will keep them in his office and release them only to APC or FPPC and only to these committees when they are pertinent to a matter under immediate consideration.
For the first two years the form will be distributed in every class. After that the basic pattern will be (1) to conduct an evaluation of the work of a faculty member during his first year on the faculty so that he may use the results for possible self improvement, and his chairperson may use them for offering guidance, but not for purposes of deciding matters relating to promotion or tenure; and (2) to have an evaluation during his third and his fifth years, and every five years thereafter, the results of these evaluations to be preserved as part of his record.

**Academic Evaluation and Appeal Procedure**

Students shall be evaluated by their instructors solely on the basis of their academic performance, not on their opinions or conduct in matters unrelated to academic standards. While students are responsible for maintaining standards of academic performance established by their professors, they shall have protection against prejudiced or capricious academic evaluations. The appeal procedure to be followed in cases where a student does claim prejudicial or capricious grading is printed in the Student Handbook.

**The Library**

The library program, through the access it provides to the full range of ideas and discoveries available in our age, rests at the heart of the instructional process at the college, a catalyst for the kind of experiential learning Lake Forest College is able to provide.

The library program enables the student--across the whole curriculum--to apply precepts, ideas, and methods introduced in class to individual questions and projects which develop his ability for independent inquiry.

**The Structure Of Resources Supporting Collegiate Educational Goals**

1. **The Core Collection**

   Because of the wealth of research materials available in the Chicago region, the College's libraries--unlike those of similar institutions in more isolated settings--are developing core collections devoted to the immediate and current needs of instruction on campus. A core collection provides basic, course-related readings and project materials.

2. **Reference and Bibliographical Collection**

   Because of the region's rich resources, more advanced researchers need not be limited to the holdings on campus. Abstracts, indexes, bibliographies and reference materials reveal the range of information in existence on a topic.
3. Interlibrary Borrowing

The main vehicle for retrieval of this information from off-campus sources is interlibrary borrowing, available through the reference staff in Donnelley. In 1974-75 one item came from off campus for every ten loaned out from the College. Through contractual arrangements, the College library has quick access to some 15 million volumes in the Chicago area.

4. Use of Off-Campus Libraries

Students and faculty make regular use of the neighboring Lake Forest (Public) Library and the Barat College Library, two institutions whose collecting policies we complement and with whom we share reciprocal borrowing privileges. Other area libraries are open to members of the Lake Forest campus community who make prior arrangements with the reference desk: Chicago research libraries, North Shore public libraries (over a million volumes within walking distance of Northwestern railroad suburban stations), and nearby college, university, and special libraries.

The Faculty and the Library Program

The lines of activity of the teaching faculty and the library program intersect at many points.

1. Instructors build into their course problem-solving situations which result in their students developing library research skills and sophistication. An educational demand for library resources is an essential prerequisite for a library program of quality.

2. Teachers and librarians work in coordination to provide orientation to research and use of libraries. The librarians prepare course and subject bibliographies, make class presentations, and consult with teachers in order to encourage and facilitate library use.

3. The librarians rely on instructors for the selection of books needed to support their teaching. Each department is allocated the majority of the libraries' book purchase funds to select books to serve the needs of students for course reading and for term projects. The chairperson, or a designated library liaison member of the department, coordinates (and must approve) individual teacher requests.

For the core collection book selections mostly requested are standard editions and key studies, books providing coverage for areas of teaching emphasis.

In consultation with the reference librarian teachers select reference tools specifically related to their disciplines: bibliographies, yearbooks, dictionaries, and compendia of limited scope. Such tools relate instruction to resources, on and off campus. These purchases are made from departmental funds and are reviewed at the departmental level.
The acquisition and maintenance of periodicals is the joint concern of instructors and librarians. Each autumn the College's subscription list is reviewed in light of new availabilities, shifting needs, rising prices, and off-campus sources.

For materials of concern to more than one discipline (area studies, literature in translation, women's studies, etc.) a separate fund is administered by the librarians. Instructors should send interdisciplinary or multidisciplinary requests directly to the librarians for consideration.

Because of the wealth of specialized materials readily accessible in area libraries instructors do not request purchase of materials needed primarily for their own study or research. In cases where area holdings are insufficient such specialized purchases are considered both at the departmental level and by the College Librarian.

The librarians work closely with instructors in allocating resources and in discussing goals, but--by and large--the books added reflect instructors' best judgments of those books which will be most effective in supporting current instruction. The librarians select general and universal books, periodicals, and reference tools--along with certain items selected to challenge the intellectual styles and assumptions of students and teachers.

4. Instructors designate materials for reserve; a reserve reading collection is maintained at the Circulation Desk for course related readings. Instructors are urged to plan ahead to meet their students' needs for access to key readings. Reserve cards are issued to instructors to be completed and turned in to regular (non-student) library staff members for processing. Cards submitted after the beginning of a term can be subject to delays unless the instructor delivers books with completed cards.

5. Audio-Visual equipment and materials are available in the library to support instruction. Projectors, screens, tape recorders, overhead projectors, etc. can be borrowed for classroom use. Also, listening assignments can be arranged for students through the A-V Center in Donnelley. Tapes, filmstrips and the like can be ordered from departmental allocations for this purpose when the materials are not already available. A manual for faculty is distributed by the Center.

6. While teachers do not request purchase of books which are primarily for their personal reading and research, the librarians place a high priority on encouraging the faculty to pursue their own studies. The rich library sources of the Chicago area will support work in most specialties, and inter-library borrowing minimizes the inconvenience of travel. New faculty should plan to consult early with the librarians on the structure of resource availability in their fields of interest. Special on-campus resources are not to be overlooked, and a faculty study area in the library is available for use. Books lent to faculty are not subject to the regular due dates, but all materials are called in at the end of each spring term. Faculty are urged to be sensitive to the needs of the community for frequently utilized items, and not to hold them any longer than necessary (or to arrange for the ordering of second copies).
7. Faculty gifts to the library have been a significant factor in the development and maintenance of the core collection. Paperbacks, standard editions, casebooks, etc. have replaced missing copies, added extra copies of high demand items and expanded the scope of the library's holdings in underdeveloped areas. The librarians welcome gifts, or inquiries about gifts, and assist in preparing documentation for tax purposes.

B. FACULTY ADMINISTRATIVE POLICIES

Confidential Treatment of Records*

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 written 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.

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.

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 fact 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.

*To be reviewed for compliance with the regulations of the Family Educational Rights and Privacy Act of 1974.
Office Hours

"Each faculty member is asked to set up and keep regular office hours which should be posted just outside of the office door. Arrangements to see students by special appointment, when this is called for, should also be made."

Secretarial Services

Secretarial services are provided in most of the classroom buildings, but all buildings are not served by secretaries. 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. Dissertations as well as non-academic manuscripts cannot be typed by faculty secretaries on College 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.

Photocopying

A photo copying machine is available in College Hall. Faculty members or faculty secretaries may use the machine for preparing copies of materials for instructional or research use. (It may not be used for copying dissertations or private materials.) The machine is operated with a special metered key of which one has been given to each academic department.

It is College policy not to make available to the students of a class in photocopied form extensive texts or selections of printed materials. Rather, students will be expected to make their own copies of lengthy materials.

In all photocopying legal requirements for copyrighted materials must be observed.

Telephones

The Business Office is in charge of the telephone exchange. Only calls to nearby communities—including Waukegan and Gurnee toward the north, Libertyville and Half Day toward the west, and Highland Park and Deerfield toward the south—may be dialed directly. First dial 7 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. If the call is to Chicago, please ask for a Chicago line. Long distance calls should make use of the limited WATTS
line. Note that not all areas are covered by the WATTS line. For information ask the switchboard operator. No personal call may be made to areas other than those that can be dialed directly by using 7 first. This includes calls made by using the WATTS line.

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 College mail should be deposited at 3:30 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.

Personal mail may not be deposited without proper postage stamps, nor may College stationery be used for personal mail.

The Bookstore

The campus Bookstore, located on the lower level of the Commons Building, supplies all required and recommended course material, as well as paperbacks, art and school supplies, cards and small gift items. Newspapers, including the New York Times, are available and will be held daily on request.

Basic office supply materials, such as pencils, pens, paper, examination booklets, may be obtained at the Bookstore and charged against the general faculty office supply budget (710-005). Such items are listed on a charge slip which is to be signed by the faculty member.

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 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.

The Bookstore welcomes special orders for books and supplies from both faculty and students. Faculty and their families receive a 10% discount on purchases for personal use over $1.00, except sale merchandise.

Hours: 8:00 a.m. - 4:00 p.m., Monday through Friday. Special hours at the beginning of each term.
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.

Safety

Lake Forest College is 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 the Personnel Office 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.

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 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 chairperson of each department who is responsible for overseeing the academic activities of the faculty of the department. Department chairpersons do not serve in this capacity after the academic year during which they reach the age of sixty years.

The chairperson of a department is asked to:

1. Preside at meetings of the faculty of the department which he will call 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 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 relationship, where these are needed, for informing them about the grading system and College policies, and for introducing them to the College community.

5. Consider and act upon the requests of individual students to undertake independent study or senior thesis in the department and distribute the adviser load equitably between faculty members.

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

7. Prepare an annual statement of needs for equipment, space, and student assistance for submission to the Dean of the Faculty.

8. Approve expenditures from the departmental budget for student assistance and equipment.

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

10. 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.)

11. Prepare the proposed annual schedule of classes for the department upon request from the Dean of the Faculty.

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

13. Submit textbook selections to the Bookstore. Careful estimates of numbers are needed in order to minimize loss or unused copies.
SECTION III
FACULTY GOVERNANCE POLICIES

The complete governance plan adopted by faculty and students in April 1, 1972, is included with the Student Handbook. Faculty members are asked to refer to that publication for information about the structure of the governance, questions about composition and duties of committees, general governance procedures, election procedures, ratification and amendment procedures, and dissemination procedures of committee minutes.

A. FACULTY LEGISLATIVE BODY

The Bylaws of the College authorize faculty governance:

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.

Meetings

During the academic year 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 degree. It is expected that all full-time faculty members attend all faculty meetings.

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.
Rules of Procedure

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

1. 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. Since Robert's Rules of Order is adopted, the faculty should be aware that the following is in effect:
   
a. A quorum is a majority of all members.

   b. Suspension of the rules can be effected only by a 2/3 vote. (2/3 of those present and voting.)

   c. Calling the previous question can be effected only by a 2/3 vote.

   d. There shall be no voting by proxy.

   e. Rules that protect absentees cannot be suspended; e.g., no new business could be introduced at a meeting specially called for another purpose.

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

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

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

   a. 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.

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

6. 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 simply 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.

Secretary of the Faculty

The Secretary of the Faculty is elected by the faculty. The term of office shall be a three-year term. The most recent election took place in May, 1975.

B. FACULTY COMMITTEES

The College governance plan provides for the following standing committees, councils and boards.

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.
The Faculty Personnel Policies Committee recommends to the President faculty members who should be asked to serve as representatives on the Board of Trustees and on the various Trustee committees. It is customary to ask the chairperson of the Faculty Personnel Policies Committee and a member of the College Council to represent faculty on the Board of Trustees. Usually, the chairperson of the Faculty Personnel Policies Committee and the Academic Policies Committee respectively serve on the Academic Affairs Committee of the Board of Trustees.

There are also two faculty members serving on the Student Academic Affairs Committee, one of them to be chosen from the two faculty members elected to the College Life Committee. Similarly, one of the two faculty representatives on the Finance Committee usually is a member of the College Council.