FACULTY HANDBOOK

Section I
FACULTY PERSONNEL POLICIES

Section II
FACULTY ACADEMIC AND ADMINISTRATIVE POLICIES

Section III
FACULTY GOVERNANCE POLICIES

Lake Forest College
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# TABLE OF CONTENTS

SECTION I  FACULTY PERSONNEL POLICIES

A. GENERAL DEFINITIONS

1. Definition of Faculty  
2. Equal Employment Opportunity  
3. Academic Freedom

B. APPOINTMENTS, REVIEW, TENURE, PROMOTION AND RETIREMENT

1. Appointment to the Faculty  
2. Appointment to Teaching Faculty  
3. Countable Service for Review, Tenure, and Promotion  
4. Annual and Third-Year Review  
5. Tenure
   a. Definition of Tenure  
   b. Eligibility for Tenure Consideration  
   c. Timing for Tenure Consideration  
   d. Need Criteria for Tenure  
   e. Performance Criteria for Tenure  
   f. Procedures for Tenure Consideration
6. Promotion
   a. Timing of Promotion  
   b. Criteria for Promotion  
   c. Procedures for Promotion Consideration  
7. Retirement of Faculty
   a. Retirement Age  
   b. Voluntary Retirement Incentive Plan  
   c. Emeriti Professors

C. RESIGNATION, TERMINATION, GRIEVANCE

1. Resignation  
2. Termination
   a. Termination of Employment of Non-Tenured Faculty  
   b. Notice of Termination for Non-Tenured Faculty  
   c. Termination of Employment of Tenured Faculty
      i. Termination for Cause  
      ii. Dismissal for Cause  
   d. Physical Education Faculty
3. Grievance
   a. Summary Conditions and Procedures  
   b. Composition of the Grievance Committee  
   c. Petitions  
   d. Grievance Committee Procedures


D. MISCELLANEOUS EMPLOYMENT REGULATIONS

1. Additional Employment 19
2. Use of Campus Facilities 19
3. Leaves of Absence 19
4. Sabbatical Leaves 19
5. Leaves Without Pay 20

E. FACULTY SALARIES AND FRINGE BENEFITS

1. Faculty Salaries 21
2. Retirement Income 22
3. Insurance Program - Full-Time Employees 22
4. Moving Expenses 23
5. Attendance at Professional Meetings 23
   a. Eligibility 23
   b. Travel Compensation 23
   c. Travel Outside Continental United States 24
   d. Procedures 24
6. Summer Research Grants 24
7. Caps and Gowns 25
8. Faculty Dependents' Tuition 25
9. College Housing 26
10. Faculty-Staff Second Mortgage Policy 27
11. Leisure Use of College Facilities 29

SECTION II FACULTY ACADEMIC AND ADMINISTRATIVE POLICIES

A. FACULTY ACADEMIC POLICIES

1. Faculty Responsibilities 30
2. Teaching Loads and Faculty Time 30
   a. Course Load 30
   b. Additional Faculty Responsibilities 30
3. Administrative Duties 31
4. Committee Service 31
5. Student Advising 31
6. Research 31
7. Invention and Patent Policy 31
8. Teaching Regulations 32
   a. Class Syllabi 32
   b. Class Meetings 32
   c. Class Attendance 32
   d. Examinations 32
   e. Student Papers and Writing 33
   f. Student Assistants 34
   g. Academic Honesty 34
      i. Responsibilities of Students 34
      ii. Responsibilities of Faculty and Staff 35
      iii. The Academic Honesty Judicial Board 35
         a. Composition 35
         b. Procedure 35
         c. Penalties 36
h. Student Evaluations of Courses and Teaching 37
i. Academic Evaluation and Appeal Procedure 38

9. The Library 38
   a. The Structure of Resources Supporting Collegiate Educational Goals 38
   b. The Faculty and the Library Program 39

B. FACULTY ADMINISTRATIVE POLICIES 41

1. Confidential Treatment of Records 41
2. Office Hours 41
3. Secretarial Services 41
4. Copying 41
   a. Photocopying 42
   b. Copyright Law Guideline 42
5. Telephones 43
6. Mail 43
7. Bookstore 44
8. Smoking 44
9. Safety 44
10. Security 44
11. Administration of Academic Departments 45
   a. Responsibilities of Chairpersons 45
   b. Chairpersons Review 46

SECTION III FACULTY GOVERNANCE POLICIES 48

A. FACULTY LEGISLATIVE BODY 48

Meetings 48
Voting 48
Rules of Procedure 48
Secretary of the Faculty 49

B. FACULTY COMMITTEES 50
SECTION I
FACULTY PERSONNEL POLICIES

A. GENERAL DEFINITIONS

1. 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.

While the above definition embraces teaching and administrative faculty, both full- and part-time, as well as coaches, certain of the following sections apply only to the teaching faculty. Such sections include: appointment, tenure and promotion, sabbatical leaves, and others.

2. 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, approved by the Board of Trustees on September 27, 1975 (amended February 28, 1978):

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. Lake Forest College does not discriminate against any persons because of race, color, sex, religion, or national or ethnic origin in its education program, activities, or employment. In addition, Lake Forest College is required by Title IX and regulations there under not to discriminate on the basis of sex in educational programs, activities, and employment. Lake Forest College does not discriminate on the basis of handicap against any otherwise qualified person by denying participation in, or the benefits of, any College program or activity.

3. 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, and 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 Promotion and Tenure Subcommittee of FPPC (policy changed, Board of Trustees, Feb. 22, 1977).

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.

B. 1. APPOINTMENT TO THE FACULTY 2. APPOINTMENT TO TEACHING FACULTY 3. COUNTABLE SERVICE FOR REVIEW, TENURE AND PROMOTION 4. REVIEW 5. TENURE 6. PROMOTION and 7. RETIREMENT OF TEACHING FACULTY

The following applies to full- and part-time faculty who teach courses at Lake Forest College which lead to an academic degree.

1. APPOINTMENT TO THE FACULTY

(Approved by Board of Trustees, December 6, 1975)

Full-time faculty appointments are made by the Board of Trustees. All 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 about the person as well as about the title and/or professorial rank. Upon acceptance of an offer on the part of the new faculty

Department Chairpersons, or anyone in charge of hiring for a faculty position, should be familiar with the official faculty policy on Faculty Hiring Procedures. A detailed description of these Procedures may be obtained in a printed handout from the Dean of Faculty's Office.
member, the President will submit for approval by the Board of Trustees the appointment of the candidate.

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 that purpose.

2. APPOINTMENT TO TEACHING FACULTY
(APPROVED BY BOARD OF TRUSTEES, OCTOBER 22, 1977)

Appointment to the teaching faculty is made with the title Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor. The last four are successive professorial ranks open only to those having a full-time appointment at the College. In disciplines where a doctorate is normally expected as the appropriate final credential, full-time faculty without the doctorate are appointed as Instructors. All part-time faculty are appointed as Lecturers, except that tenured faculty who accept a part-time position continue in their ranks.

Appointments are for a term or continuing. Terminal appointments end at the specified time without further notification from Lake Forest College. Continuing appointments are annually renewed until notice of termination is given in accordance with the policy on "Termination of Faculty Appointments." All part-time appointments are for not more than one year. New appointees with three or more years of prior full-time teaching experience are eligible for a two- or three-year initial appointment.

3. COUNTABLE SERVICE FOR REVIEW, TENURE, AND PROMOTION
(APPROVED BY BOARD OF TRUSTEES, MAY 6, 1983)

For purposes of third-year review, tenure consideration, and promotion consideration, countable service will normally be measured by full academic years. An academic year which includes a reduction of one third or less of the normal teaching load will count as a full year. An academic year which includes a reduction of more than one third of the normal teaching load will not be countable, with the following exception: if the reduction is a leave of absence for academic purposes, that year will count in the timing for tenure consideration provided the faculty member so stipulates this as part of the leave request; otherwise it will not count.

4. ANNUAL AND THIRD-YEAR REVIEW
(APPROVED BY BOARD OF TRUSTEES, OCTOBER 22, 1977;
AMENDED, OCTOBER 3, 1980)

By December 15, chairpersons will obtain from each member of their department an updated vita and, on a form provided by the Dean of the Faculty, a description of academic and service activities during that calendar year. By January 15 they are to submit to the Dean these materials, similar information about themselves, and evaluations of the performance of members of their department. All this material will be referred to in making decisions concerning termination, reappointment, tenure, and promotion. It will also be used by the Dean in recommending to the President individual salary levels for the succeeding academic year. The character of the evaluation must be conveyed by the chairperson to the department member in writing prior to its submission; in the case of untenured
faculty, chairpersons should also address themselves to anticipated departmental and College needs as they bear on the faculty member's future at the College.

In the case of faculty who could later be eligible for tenure consideration, in addition to this annual review, a review in the third year of countable service as a faculty member is conducted by a committee consisting of the Department Chairperson, the Dean of the Faculty, and one member of the Promotion and Tenure Sub-Committee (members of which are assigned by its Chairperson to various review committees). The committee operates in accordance with these principles:

A. Criteria employed are those described in "Need Criteria for Tenure" (see I, 6,d) and the following performance criteria:

Teaching. Demonstration of capability and effectiveness in teaching, with evidence of ability to respond to present and future teaching needs of the department and the College.

Scholarship. Promise of productivity in published scholarship or appropriate creative activity.

Service. Active participation in and contributions to the College in its governance, on-campus cultural programs, or some other formal extra-curricular activities (such as honorary societies, student publications, athletic teams, alumni programs).

Teaching capability and effectiveness are the most important criteria.

While primary emphasis is placed on the above criteria, consideration is also given to the faculty member's degree status, experience in teaching, fellowships and awards, grant applications, participation in professional organizations, presentations at professional meetings, lectures outside the College, student advising, participation in departmental and interdepartmental programs, published writings, and any other College, community, or professional activities.

B. Materials considered are the faculty member's vita and statements of activities and accomplishments, the College's student evaluations of the instructor, and descriptive and evaluative statements by the department chairperson, the Dean of the Faculty, and members of the student Academic Advisory Committee. The chairperson and the Dean are to address themselves specifically to the future needs of the department and the College as well as to the faculty member's performance.

C. By March 1 the review committee formally recommends to the President that the faculty member be given a one-year terminal appointment or be retained on a continuing appointment. After the President has informed the faculty member of the subsequent appointment, the faculty member is encouraged to meet with the committee to be informed of the character of the evaluation.
Unless changing College needs require reduction in faculty size or departmental allocations, faculty members retained on a continuing appointment after the Third-Year Review will ordinarily be considered for tenure in their sixth year of countable service unless not so recommended by their department chairperson or the Dean of the Faculty. If a faculty member is not given tenure consideration in that year, the appointment for the following year will be a terminal one.

(To eliminate any misconception that a successful third-year review necessarily implies a successful tenure review, the FPPC recommended the following on December 7, 1981: "the criteria for tenure are more stringent and comprehensive than those for third-year review. Faculty are encouraged to discuss the procedure and criteria for third-year and tenure review with their chairperson or the Dean of Faculty.")

5. TENURE
(Approved by Board of Trustees, October 22, 1977)

Faculty members to be considered for tenure are brought with their consent to the attention of the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee only by their department chairpersons or the Dean of the Faculty. A recommendation for tenure does not by itself entail a recommendation for promotion.

A. DEFINITION OF TENURE

Tenure is a commitment by the College that a faculty member will be retained on a full-time basis until the faculty member's employment ends through resignation, retirement, or dismissal or termination for cause.

B. ELIGIBILITY FOR TENURE CONSIDERATION

Eligibility for tenure consideration is restricted to full-time faculty in professorial ranks whose primary duty (defined as over half-time) is to teach courses which lead to an academic degree at Lake Forest College and who have completed their doctorate or, in the case of faculty in the creative or performing arts, an appropriate master's degree. Instructors serving primarily as laboratory supervisors can be retained on a yearly basis without being eligible for tenure consideration. Faculty members are considered only once for tenure. If an unanticipated tenurable vacancy occurs in a department, e.g., as a result of the departure of a tenured faculty member, faculty members in that department who were denied tenure solely because of lack of a tenure opening or who were not considered for tenure because of lack of such an opening will be eligible to be candidates for such positions. Because such appointments may obligate tenure because of length of service, both the President and the Promotion and Tenure Subcommittee must agree to the candidacy of a faculty member under these conditions. The evaluation of such candidates will include a full consideration for tenure if the faculty member in question was not so considered at an earlier time.

C. TIMING FOR TENURE CONSIDERATION

Tenure consideration must be timed to meet the following principles:

i. Faculty members initially appointed at the rank of Associate Professor or Professor shall receive tenure no later than at the end of four years of countable service at Lake Forest College
unless the appointment to the fourth or prior year was a terminal appointment.

ii. Other eligible faculty members shall receive tenure no later than at the end of seven years of countable service at Lake Forest College unless the appointment to the seventh or prior year was a terminal appointment.

iii. Three years or less of prior teaching with the doctorate at another institution may, for purposes of tenure, be counted as equivalent to teaching at Lake Forest College, but no more than three years of credit will be granted for such prior experience. When there has been prior experience, a new faculty member will be given the choice of whether to count all eligible prior experience or to waive the counting of such experience in the initial letter of appointment and will be expected to respond appropriately in accepting the appointment that letter offers.

Early tenure decisions—that is, consideration before the maximum time allowable in accordance with the above principles—will entail even more rigorous application of the criteria than is normally the case.

D. NEED CRITERIA FOR TENURE

In every instance of tenure consideration, the academic needs of the department concerned, of interdisciplinary programs, and of the College as a whole are crucial. Major needs to be considered are the following: the candidate's academic specialties, flexibility within sub-disciplines within a department, flexibility in establishing future programs and curricula, and the continued stimulation of the intellectual atmosphere of departments and the College usually provided by new members of the faculty.

As one way of providing for these last two needs, tenure guidelines are established for departments in accordance with the following ratios of maximum tenured faculty to total full-time equivalents (FTE) in a department: 1/1, 1/2, 2/3, 3/4, 3/5, 4/6, 5/7, 5/8, 5/9, 6/10. In departments having fractional FTE's, the fraction will be ignored. Appropriate adjustments will cover interdepartmental appointments. Tenured faculty in administrative positions (including institute directorships) will be included in the determination of department ratios. In departments which include two or more non-interdisciplinary majors (e.g., foreign languages), these guidelines will apply to the faculty allocation for the major rather than to the department. Guidelines may be exceeded only in extraordinary and exceptional cases (as determined by the Promotion and Tenure Subcommittee) or when a retirement of a tenured member of the department is imminent.

E. PERFORMANCE CRITERIA FOR TENURE

In order to be recommended for tenure, candidates must have met each of the following performance criteria:

Teaching. Demonstration of high capability and effectiveness in teaching, with evidence of ability to attract students, meet their academic needs, and respond to present and future teaching requirements of the department and the College.

Scholarship. Research or articulation of one's thinking and studying accepted for publication in a professional journal or book, or
appropriate creative achievements; and promise of continued productivity.

Service. Active participation in and contributions to the College in its governance, on-campus cultural programs, or some other formal extra-curricular activities.

Teaching capability and effectiveness are the most important criteria, and candidates must show marked accomplishment in at least one of the other areas.

While primary emphasis is given to the above criteria, consideration is also made of the candidate's length of time in rank and experience in teaching, fellowships and awards, participation in professional organizations, presentations at professional meetings, lectures outside the College, student advising, participation in departmental and interdepartmental planning and programs, book reviews, occasional articles, and any other College, community, or professional activities.

F. PROCEDURES FOR TENURE CONSIDERATION

Early in the fall term, the Dean of the Faculty will solicit for presentation to the subcommittee by October 10 the following material with respect to candidates for tenure:

i. A vita and a written statement by the candidate on his or her own behalf, with a copy furnished to the department chairperson, outlining the candidate's achievements against the criteria for tenure.

ii. A written statement by the chairperson employing the applicable criteria, completed after the chairperson has considered the candidate's statement.

iii. Written opinions employing the applicable criteria by tenured colleagues in the department and/or in interdisciplinary programs in which the candidate has worked. Evaluations by non-tenured colleagues may also be submitted or invited.

iv. Written opinions about the candidate's teaching effectiveness by each member of the relevant departmental or interdisciplinary student Academic Advisory Committee.

v. Written reports by faculty chairpersons of standing committees of the College's governance structure on the candidate's performance on committee assignments.

vi. The College's student evaluations of the candidate's instruction. These will be a major, but not the sole, evidence of teaching effectiveness. Faculty statements, especially by the department chairperson, will also be considered, as will the statements by students on the Academic Advisory Committee.

vii. Copies of all annual reviews of the candidate. From this and other material the Dean should prepare in addition a summary sheet listing the candidate's history of courses taught, enrollments, independent studies, committee assignments, number of advisees, special projects, and any other relevant
information not included in the candidate's *vita*. A copy of the summary sheet is to be furnished to the candidate.

The sub-committee may ask the Dean of the Faculty, the department chairperson, outside evaluators (regarding the quality of the candidate's scholarship), or the candidate for additional material it deems necessary for an equitable deliberation, as long as it informs the candidate of the nature of the request. The candidate may also submit additional material without request. A record shall be kept of all data considered by the sub-committee and all materials shall be kept for at least two years in the Dean's office.

After most of the material has been presented and initially reviewed, but before deliberations have begun, the sub-committee chairperson is to extend an invitation to the candidate to meet with the sub-committee. The purpose of such a meeting is to ascertain facts and to clarify what further data, if any, might be needed for a full consideration of the candidate's performance as well as the academic needs of the College.

After careful review of all the material submitted, the sub-committee takes a vote which is held in confidence. A recommendation for tenure is made to the President if a majority of the sub-committee votes affirmatively. In accordance with the Bylaws, the President in turn makes a recommendation to the Board of Trustees for a final decision. Candidates must be notified of the President's acceptance or rejection of the sub-committee's decision by December 1 unless extenuating circumstances make that impossible.

A candidate has a right to a written statement from the sub-committee concerning its reasons for not recommending tenure.

Tenure becomes effective at the beginning of the academic year following that in which a positive recommendation by the sub-committee is accepted by the President and the Board of Trustees.

6. **PROMOTION**

(Approved by Board of Trustees, October 22, 1977; Amended Board of Trustees, January 19, 1980; May 10, 1985)

Faculty members to be considered for promotion to Associate Professor or Professor are brought to the attention of the Promotion and Tenure Sub-committee only by their department chairpersons or the Dean of the Faculty. A recommendation for promotion does not by itself entail a recommendation for tenure.

A. **Timing of Promotion**

Promotion from Instructor to Assistant Professor is automatic upon completion of all the requirements for the doctorate, as certified by the appropriate authority at the degree-granting institution.

Ordinarily, promotion from Assistant Professor to Associate Professor is made after six years of countable service with the doctorate or appropriate terminal degree and after four years of countable service at Lake Forest College. Although time in rank is a consideration, in individual cases the time between hiring and promotion may be longer or shorter than six years, depending on the candidate's performance as compared with that expected for promotion of a faculty member who began teaching without previous experience at Lake Forest College, but with the doctorate or appropriate terminal degree. Promotion of full-time faculty whose
teaching responsibilities are half the normal course load or less than half will not ordinarily occur at the same rate as that of other teaching faculty.

There is no time schedule for promotion to the rank of Professor.

B. **CRITERIA FOR PROMOTION**

Criteria for promotion from Assistant Professor to Associate Professor are identical to those listed under "Performance Criteria for Tenure."

Promotion to full Professor represents a reinforcement of the life-long commitment made with the granting of tenure. Such reinforcement must reflect substantial additional accomplishment, actual and potential. To be recommended for promotion to Professor, the candidate must therefore meet the following criteria:

**Teaching.** Evidence of continued high performance and growth in teaching competence, an ability to engage students in research as indicated by their accomplishments in independent studies and senior projects, an ability to attract students to some courses, and a willingness to meet the diverse teaching responsibilities of the department and the College.

**Scholarship.** A demonstration of the completion of a substantial increment of scholarly or appropriate creative work, over and above that which was known and taken into account at the time the decision was made to hire at or promote to the Associate Professor rank.

**Service.** Continued active participation in and contributions to the College in its governance, on-campus cultural programs, or some other formal extra-curricular activities.

While primary emphasis is given to the above criteria, consideration will also be made of the other items mentioned under "Performance Criteria for Tenure."

C. **PROCEDURES FOR PROMOTION CONSIDERATION**

Procedures for promotion consideration are identical to those listed under "Procedures for Tenure Consideration" with these provisos:

i. Materials should be submitted by November 1.

ii. For a person being reconsidered for promotion in a subsequent year, some of the material need only be updated in accordance with stipulations by the candidate, the department chairperson, or the sub-committee.

iii. Candidates should be notified of the President's acceptance or rejection of the sub-committee's decision by no later than March 1.

iv. Candidates not being promoted should be informed by the Dean of the Faculty in writing of the reasons why the sub-committee did not recommend promotion, so that they know in what areas to work in order to enhance their future candidacy.
7. Retirement of Faculty

A. Retirement Age

The following policy on retirement was adopted by the Board of Trustees, January 20, 1979, (amended October 5, 1985) in the light of new federal guidelines:

i. Normal retirement age for faculty who have been granted tenure is herein defined as the last day of the appointment year in which age 65 is attained. Faculty will retire at the normal retirement age if age 65 is attained before July 1, 1982; faculty attaining age 65 after July 1, 1982, will retire not later than the last day of the appointment year in which age 70 is attained.

ii. Normal retirement age for other employees is defined as the last day of the appointment year in which age 65 is attained. Those employees who are in bona fide executive or high policy-making positions with non-forfeitable annual retirement benefits equivalent to a single life annuity of $44,000 provided by the College will retire at the normal age. All others may retire at normal retirement age but will retire no later than the last day of the appointment year in which they attain age 70.

iii. By a special authority of the Board of Trustees, extensions of service beyond the date on which retirement would otherwise be required may be made for definite periods not to exceed one year each.

iv. The College will not make contributions to the pension plan for participants who have attained normal retirement age and who continue in employment. Contributions to other benefit plans will be at minimums permitted by law.

B. Voluntary Retirement Incentive Plan

The following "Voluntary Retirement Incentive Plan for Administrative Staff and Faculty of Lake Forest College" was approved by the Board of Trustees on December 14, 1985.

The normal retirement age for administrators and faculty at Lake Forest College has long been age 65. This age has suggested the retirement benefits of the College and has also guided plans made by individuals and their spouses. In recent years two factors have, however, impacted this situation.

a) The mandatory national retirement age has changed from age 65 to age 70, while several states have uncapped it completely. This suggests to some that they may wish to work beyond age 65 to age 70, and even longer.

b) Actuarial tables continue to project increased longevity for individuals, and yet the costs of living longer are significant as well, particularly in terms of health insurance and housing. Thus, there is another incentive to work beyond age 65.
The College views the likely trend to continue working beyond 65 as sometimes unhappy for the individuals and also for the institution itself. An individual who has committed himself/herself to this College for a number of years, and in many cases to his or her academic discipline for even longer, surely deserves to retire by age 65 and to enjoy the opportunity such retirement affords for leisure, recreation, and independent scholarship. And the institution, while valuing greatly the contributions of its senior administrators and faculty members, benefits also from the intellectual stimulation of younger faculty, recently graduated from distinguished graduate schools where they were often the recipients of new scholarship and different methods of teaching, and of administrators, too, drawn from other positions and experiences.

In view of these circumstances and without any intention of discriminating in any way against its older employees, it is recommended that beginning January 1, 1986 the College institute a Retirement Incentive Plan with eligibility open to those administrators and faculty who have taught or worked at the College full-time for the twelve preceding or more years and who wish to retire by age 65. Such eligibility will require one additional year of service each year until January 1, 1990 when the individual concerned must have worked at the College full-time for the fifteen preceding or more years.

This plan offers an eligible administrator or faculty member one of four options, as follows:

a) **Single Cash Contribution – Lump Sum:** The College will make a single retirement contribution equal to the salary in the last year of full-time employment for those retiring between age 62 and age 65. This payment will be made at the time of the regularly scheduled last salary check. The purpose of this option is to provide funds perhaps necessary for the purchase of a home, and to allow for travel and relocation expenses if appropriate.

b) **Cash Contribution – Spread over Twelve Months:** For those retiring between age 62 and age 65 the College will make a cash contribution equal to the salary in the last year of full-time employment as with the Single Cash Contribution, but in this option spread it over twelve monthly installments (thus, during two tax years) with the first payment one month after the regularly scheduled last salary check.

c) **Single Retirement Contribution - Tax Deferred /Lump Sum:** The College will make a single retirement contribution, equal to the salary in the last year of full-time employment for those retiring between age 62 and age 65, to the retiree's retirement account. Because of federal regulations related to deferred income if such a sum exceeds the amount that can legally be placed in the individual's retirement account the difference will be paid to the retiree in a lump sum. Such payment shall be made at the time of the regularly scheduled last salary check.

d) **Retirement Contribution – Tax Deferred/Twelve Month Payment:** The College will make a single retirement contribution equal to the salary in the last year of full-time employment for those retiring between age 62 and 65,
to the retiree's retirement account. If that sum exceeds the limit allowed by federal regulations the difference will be paid to the retiree over twelve monthly installments starting one month after the last regularly scheduled salary check.

For those retiring under the terms of this plan, the College will provide regular health insurance at the appropriate single or family rate until a retiree reaches 65, and Supplemental Medical Insurance (supplementing Medicare) to age 70; further, once the employee is 65, it will make regular health insurance available to the retiree's spouse to age 65, and supplemental insurance thereafter, at cost, until the retiree turns 70. This insurance program responds to a major concern of those who wish to retire at or near age 65. In the event the retiree dies prior to age 70, the retiree's spouse shall be eligible to participate in the health insurance program at cost until age 65.

The College will continue to offer to retired faculty insofar as possible space to study on this campus, and intends to make available computer accessibility and limited secretarial services as well. Such individuals can offer much to the College through participation in the life of the College, and those contributions should and will be encouraged.

These options are made available to eligible members of the administrative staff and faculty to encourage them to consider voluntarily retiring from active teaching and administrative duties at the College before or at age 65, in accordance with retirement expectations and practices and in recognition of what has often been a life-time of dedicated service to academic life. An option is available only after timely notification to the Dean of Faculty or the President, as appropriate; in all cases, the College must be notified by November 1 of the appointment year in which the retiree turns 65 or at the end of which he/she wishes to elect one of the retirement incentive options.

C. 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.
C. RESIGNATION*, TERMINATION*, GRIEVANCE

1. RESIGNATION

Faculty members considering offers from other institutions are expected to abide by the standards recommended by the Association of American Colleges and the American Association of University Professors, printed in the March 1961 issue of Libera Education and summarized as follows:

Negotiations for appointment of faculty members employed at other educational institutions should be begun and completed as early as possible in the academic year prior to employment. It is desirable that Lake Forest College faculty members approached with regard to another position inform the Dean of the Faculty when such negotiations are in progress. Faculty members accepting an appointment elsewhere should promptly notify the Dean and the President.

Resignations to accept other employment must be submitted no later than May 15, except in emergency or hardship cases for which the faculty member may ask the administration to waive this requirement. To make due consideration and timely notice possible, institutions are not to make appointing offers to continuing faculty after May 1.

Unless the College agrees, faculty members may not leave and should not be solicited by other institutions to leave their positions during an academic year for which they hold an appointment.

These provisions apply to all members of the faculty.

2. TERMINATION

A. TERMINATION OF EMPLOYMENT OF NON-TENURED FACULTY

Except for terminations and dismissals for cause (see below), termination of employment of teaching faculty on a continuing appointment prior to that resulting from a recommendation by the Third-Year Review Committee comes about when the Dean of the Faculty, in consultation with the chairperson and other tenured members of the department, deems that termination is dictated by the academic needs of the department or the College; or when the Dean, upon recommendation by the department chairperson, judges that the faculty member's performance has been less than adequate.

Termination resulting from a recommendation by the Third-Year Review Committee is based on grounds either that the needs of the department and/or College would best be served by such termination or that the faculty member has not met the performance criteria for continuation.

Except for terminations and dismissals for cause (see below), termination of employment of teaching faculty on a continuing appointment after the Third-Year Review but prior to the year appropriate for tenure consideration can be based only on changing College needs which require reduction in faculty size or departmental allocations. Prior to deciding on such termination, the President is to consult with

* Policy passed by Board of Trustees, October 22, 1977, as part of revised policy on Tenure and Promotion.
the faculty member's department chairperson and with the Faculty Personnel Policies Committee.

Faculty members who are considered for but denied tenure or who are not recommended for tenure consideration in their sixth year of countable service are given a terminal appointment for the following year. Such a terminal appointment will remain in effect even if the faculty member requests and is granted a leave or part-time status for part or all of that year.

In the case of faculty members ineligible for tenure (e.g., administrators, librarians, physical educators, and teaching faculty with half-time or more administrative duties), termination comes about after the President, in consultation with the Faculty Personnel Policies Committee, deems that termination is justified by a change in the needs of the College; or after the President, upon recommendation by the faculty member's supervisor, judges that the faculty member's performance has been inadequate.

Faculty members whose employment is terminated are entitled, if they make the request, to a letter from the President or Dean of the Faculty stating the reasons for such termination.

In all cases of terminations or dismissals for cause, procedures described in "Termination of Employment of Tenured Faculty" apply.

B. NOTICE OF TERMINATION FOR NON-TENURED FACULTY

Faculty members who have been in the employ of the College for less than one year will be notified no later than March 1 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.

These provisions do not apply to faculty members holding full-time administrative positions (deans, registrar, admission directors); their termination notices accord with guidelines stated in the Administrative Personnel Handbook.

c. TERMINATION OF EMPLOYMENT OF TENURED FACULTY

Termination of an appointment with continuous tenure, or of a continuing or terminal appointment prior to the end of the specified term, may be effected by the College only for adequate cause. Such terminations will be specified as either a termination for cause or a dismissal for cause.

i. TERMINATION FOR CAUSE

Termination for cause can be made only on the basis of financial exigency, discontinuance of a program or department not mandated by financial exigency, or medical reasons.

For provisions and procedures governing termination for cause, the College will use as guidelines the 1976 Recommended Institutional Regulations on Academic Freedom and Tenure printed in the summer,
In the decision to discontinue formally a program or department of instruction, the Trustees will give major attention to educational considerations recommended by the Academic Policies Committee and by the faculty as a whole.

The College Council is to be consulted in any decision by the Board of Trustees that a condition of financial exigency exists or is imminent. After consultation with the Academic Policies Committee, the Promotion and Tenure Sub-committee, employing accepted standards of due process, should assume primary responsibility for recommending the status of individual faculty members.

ii. DISMISSAL FOR CAUSE

Dismissal for cause can be made only on the basis of professional incompetence or moral turpitude.

Dismissal for cause must be preceded by (1) discussions among the faculty member, the department chairperson, the Dean of the Faculty, and the President; (2) informal inquiry by an ad hoc committee appointed by the Faculty Personnel Policies Committee, which may determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding on the President; (3) a statement of charges, framed with reasonable particularity by the President or the President's delegate.

If a statement of charges is presented to the faculty member and the faculty member wishes to contest it, a formal hearing will be held. The hearing committee will consist of all members of the Promotion and Tenure Sub-committee of the Faculty Personnel Policies Committee. In the case of a member of the PTS being considered for dismissal or other members deeming themselves disqualified for reasons of bias or interest, places on the hearing committee will be taken by former members of the PTS in order of the recency of their service.

Except when inconsistent with the provisions of this policy, provisions and procedures governing the hearing are those articulated under "Dismissal Procedures" in the Recommended Institutional Regulations on Academic Freedom and Tenure printed in the summer, 1976, issue of the AAUP Bulletin, pp. 188-189. After the hearing, formal dismissal can be made only by the Board of Trustees, upon recommendation by the President.

D. PHYSICAL EDUCATION 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" (see I,13,a/b). 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).

3. GRIEVANCE
(APPROVED BY BOARD OF TRUSTEES, SEPTEMBER 29, 1984.)

A. SUMMARY CONDITIONS AND PROCEDURES

A faculty member who feels cause for grievance is expected to try to resolve the grievance by conferring with the person or persons against whom the faculty member has a complaint. If the matter cannot be thus resolved, the faculty member may petition the faculty Grievance Committee (hereinafter GC) for a recommendation concerning the following matters:

i. denial of tenure or promotion, termination of employment of non-tenured faculty, or termination of employment for cause (not dismissal for cause);

ii. salaries, assignment of teaching duties, assignment of space or other facilities, assignment of committee responsibilities, or similar results of administrative decisions;

iii. alleged handicap discrimination.

A faculty member who feels cause for grievance on the basis of a handicap discrimination which denies the member participation in or benefits of a College program or activity, in accordance with Section 504 of the Rehabilitation Act of 1973, should first present the grievance in writing to the Assistant to the President. Failing resolution, the matter can then be referred by the petitioner to the GC.
B. **COMPOSITION OF THE GRIEVANCE COMMITTEE**

The GC, elected each year by the faculty, consists of three members and one alternate member. Eligible candidates must be tenured and may not be department chairpersons, administrative officers, members of the Faculty Personnel Policies Committee, or faculty absent from the campus during part or all of the academic year because of leave status or academic responsibilities. The alternate serves in case a petitioner is a member of the same department as a regular GC member or in other cases of conflict of interest or practicality as determined by the GC.

Early in the academic year the chairperson of the Faculty Personnel Policies Committee should send to the faculty a ballot listing eligible candidates. Each faculty member may vote for up to three candidates. Names of the six receiving the larger number of votes will appear on a second ballot, from which each voter may pick up to three names. Elected members of the GC are those personnel with the higher number of votes, the fourth highest serving as alternate.

C. **PETITIONS**

Petitions presented to the GC should set forth in detail the nature of the grievance and should state against whom the grievance is directed.

D. **GRIEVANCE COMMITTEE PROCEDURES**

The GC normally functions without a chairperson, members mutually agreeing on administrative details. Decisions are made by majority vote, but minority views may be expressed in the final recommendation.

The GC is responsible for making a tentative judgment on the relative merit of a petition. If, after initial consideration or at any time in subsequent investigations, negotiations, or deliberations, merit is found lacking, the GC may deny the petition. The decision and supporting reasons are to be furnished in writing to the petitioner, who then has no recourse within the College.

If the GC wishes to investigate the matter after initial consideration, it should convey the substance of the petition to the party against whom the petition is lodged and request a written response. The GC may seek additional information from the petitioner and from other relevant sources. It may also seek a settlement of the issue satisfactory to the parties. If the GC believes such a settlement is not possible or is not appropriate, and if it believes that there is merit in the petition, the following principles and procedures apply:

i. In connection with grievances under A. i. above, the purview of the GC is restricted to procedural issues and therefore excludes consideration of substantive judgments of whether the petitioner merits tenure, promotion, or continued employment. In connection with grievances under A. ii. and A. iii. above, the GC is to weigh all relevant factors as presented by the petitioner and respondent(s) and otherwise discovered in its investigation. GC concerns should be guided by questions such as these: Was faculty policy followed? Was the decision conscientiously arrived at? Was appropriate evidence bearing on the decision sought out and considered? Was there adequate deliberation over the import of the evidence in the light of relevant standards and/or other
concerns? Were irrelevant or improper standards or concerns excluded from consideration?

ii. A GC finding of some merit in the petition takes the form of a recommendation of reconsideration, sent to the appropriate person(s), with a copy to the petitioner. The person(s) against whom the petition is lodged is thereby required to make a formal reconsideration, giving serious attention to, but not being bound by, the case as presented by the GC, and responding in writing to the GC and to the petitioner.
1. ADDITIONAL EMPLOYMENT  
(FACULTY MEETING, FEBRUARY 14, 1978; AMENDED DECEMBER 7, 1983)

A full-time faculty member may not accept regular employment outside Lake Forest College during the academic year without prior written consent of the Dean of the Faculty. Normally, permission to accept such employment will be given only if the work is in the interests of Lake Forest College. This policy is not intended to discourage a member of the faculty from receiving fees or honoraria for a limited involvement in activities such as consulting, lecturing, counseling, creating art works, stage performing, or writing, but is intended to proscribe continuing remunerative activities that do not benefit the College and that consume a significant amount of a faculty member's time during the academic year.

2. USE OF CAMPUS FACILITIES  
(BOARD OF TRUSTEES, MARCH 11, 1978)

College offices, laboratories, and classrooms may not be used to provide on-campus services to any person from whom payment to an individual is anticipated without the written consent of the Dean of Faculty or Business Manager, which must be renewed annually.

Faculty and staff of the College may not use College facilities or College personnel for any purpose in connection with a private counseling or clinical practice.

3. 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, or for promotion. 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. For the policy regarding leaves of absence for non-tenured faculty, see I.D.5.

4. SABBATICAL LEAVES  
(BOARD OF TRUSTEES, SEPTEMBER 14, 1974; AMENDED FACULTY MEETING, MARCH 6, 1979)

Tenured members of the teaching faculty at Lake Forest College are eligible to apply 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, or its equivalent in part-time teaching, at Lake Forest College:
   
a. a leave of a year at three-quarter salary.
   b. a leave of one term at full salary.

2. After three years of full-time teaching, or its equivalent in part-time teaching, at Lake Forest College, a leave of one term 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.

On occasion, sabbatical credit for part-time administrative duties and off-campus teaching may be granted by the Faculty Personnel Policies Committee at the time that release from teaching is granted, if the committee deems the project or duties to have sufficiently broad benefits to College programs.

Because the leaves described above are given in expectation of future benefits to the College through teaching and research, eligibility ends when the faculty member reaches age 65.

Facility 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 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 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.

5. **Leaves Without Pay**
   (Amended by the Board of Trustees, May 15, 1981)

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, except that faculty members receiving income from the College's long-term disability insurance plan are eligible for the tuition benefit for their dependent children at Lake Forest College only, subject to the same limitations and requirements stated for the tuition benefit for a teaching faculty member.

While on an educational leave of absence, other than sabbatical, an eligible employee may elect to continue coverage in the group major medical plan for up to two years. In these circumstances life insurance coverage must be based on the College's "assumed earnings" figure which would be the salary the employee would have earned had he or she not taken the leave and continued to work directly for the College. Life insurance will not be based on the earnings the employee receives from the grantor. In order to enact this coverage the employee must notify Personnel in writing within 31 days of the commencement of the leave and agree to reimburse the College for the premiums payable where applicable or to have the grantor submit the premiums to the College.* Long term disability insurance is not available while on a leave without pay.

For other than educational leaves of absence, requests for continuation of coverage must be submitted to the insurance carrier in writing within 31 days of commencement of the leave. The Personnel Department must also be notified. Each such request will be handled by the carrier on an individual basis.

Leaves of absence for child care purposes are considered 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 without pay should not exceed one academic year in length or extend over parts of two succeeding academic years, nor come more frequently than once in three years. Exceptions to this rule are possible for such purposes as the public service.

E. FACULTY SALARIES AND FRINGE BENEFITS

1. 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.

2. RETIREMENT INCOME

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. Full-time members of the faculty may make an additional contribution from their salaries through a salary "reduction" plan. "Salary Reduction Annuity" is a 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)."

The College will not make contributions to T.I.A.A.-C.R.E.F. for faculty members in the academic year following their 65th birthdays.

3. INSURANCE PROGRAM - FULL-TIME EMPLOYEES

(Amended by Board of Trustees, March 7, 1981)

i. The health insurance premium for an employee and his or her immediate family is paid by the College. After 9/1/86 terminated employees and/or dependents of insured employees ineligible for continued coverage due to age, divorce, or death may elect to continue coverage at their own expense at 102% of current premium. Length of continuation is determined by law and circumstances of ineligibility. Details of the insurance plan are published in a special booklet available at the Personnel Office.

ii. Life insurance and accidental death and dismemberment benefits in the amount of one and one-half times salary to maximum of $300,000 is carried by the College at no cost to the employee.

iii. A long-term disability insurance plan for all employees of the College is provided. This fringe benefit provides income on a graduated scale (consult your copy of "Your LTD Income Benefits," p. 2) for 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 $3,000 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 to a maximum of $500.00, provided the employee is then on the T.I.A.A.-C.R.E.F. plan.
4. MOVING EXPENSES

The College will reimburse a full-time faculty member 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 considered as a less expensive alternative. Reimbursement will be one half of actual moving expenses, but it will never exceed $500 and will require full documentation in the form of receipts. The College will not reimburse the faculty member for travel and/or lodging and meal expenses for him/herself or any member of his/her 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. Reimbursement for moving expenses is generally taxable income and as such is reported by the College to the Internal Revenue Service.

5. ATTENDANCE AT PROFESSIONAL MEETINGS

(AMENDED BY THE PRESIDENT UPON RECOMMENDATION OF FPPC, SEPTEMBER, 1981)

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

A. ELIGIBILITY

i. Full time faculty members on a continuing or tenured appointment, provided they carry at least a half-time teaching load, may receive compensation for major expenses incurred while attending one professional meeting in a given appointment year. There will be no compensation if a faculty member's appointment is temporary (one year or less) in nature.

ii. Faculty members on leaves of absence, including sabbatical leaves which may be for less than a full academic year, are not eligible during the year of their absence.

iii. Other teaching faculty are not eligible unless the Dean of Faculty determines that their attendance at a meeting is clearly to the benefit of the College.

B. 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:

i. For hotel accommodations up to $35.00 per day, with a four-day maximum.

ii. For travel
   1. by air, at no more than the lowest reasonable fare, and unusual ground transportation costs to and from airports when such costs exceed $10.00; normally taxi fares are excluded;
   2. by automobile, at the rate established by IRS for previous year for the owner of the vehicle, not to exceed the lowest reasonable fare;
   3. by train, at a ticket cost plus meals on the train, not to exceed the lowest reasonable 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 lowest reasonable air fare. In the case of package tours a reasonable amount will be assigned to cover motel expenses.

C. 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 travel compensation not to exceed $500 toward the cost of transportation; the restriction of a maximum of $35.00 for hotel accommodations for up to four days will apply. Travel to conferences in Canada is regarded as domestic rather than foreign travel.

D. 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 Dean of the Faculty. The Lake Forest travel agencies will honor such requisitions. If tickets are purchased at travel agencies elsewhere, reimbursement can be made only after submission of all expense documents.

6. 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 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. Any faculty member
who resigns after the receipt of such a grant and who will not be continuing on the faculty at the beginning of the new academic year will be required to refund the full amount of the grant.

7. 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.

8. Faculty Dependents' Tuition

(Amended by the Board of Trustees, May 15, 1981; December 10, 1983)

Lake Forest College will contribute toward the costs of college tuition of sons and daughters who are dependents of full-time faculty members. Effective with the 1984-85 academic year, the annual off-campus benefit for dependents' tuitions for all eligible employees (full-time faculty and senior administrative staff) will be thirty-five percent of the Lake Forest College tuition or actual tuition at the college attended or $3,250, whichever is the smallest amount. 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.

Full-time faculty members, their spouses, and dependent children will receive the tuition benefit in regular undergraduate classes at Lake Forest College. The College will charge an admission application fee of $15 at the time of first registration for credit, and the student activity fee must be paid by the student. Employees or employee dependents (as defined by IRS) who have already earned a Baccalaureate Degree may register for courses at Lake Forest College, but such registration will not be permitted until the first day of classes. Private lessons and tutorial and independent study are not included, nor is any course work leading to an M.L.S. degree. The regular admissions requirements of the College must be satisfied as a prerequisite to utilization of this benefit.

Under no circumstance will the tuition benefit be available beyond the equivalent of four academic years of study. (Tuition benefit to mean either support paid to another college or tuition remission at Lake Forest College.) Graduate or professional study will not be subsidized.

The tuition benefit as described above ceases upon retirement of the faculty member or upon death of the faculty member before retirement. However, if death occurs during an academic year the benefit will continue for the remainder of the academic year. Further, if the faculty member has served the College for seven full years as a full-time faculty member, children who were claimed as his/her dependents in the taxable year preceding death and who were in Grade 7 or higher at the time of the death will be eligible for the benefit at Lake Forest College, subject to the same limitations and requirements stated for the tuition benefit to living faculty. In the same way, if the faculty member has served the College for twenty full years as a full-time faculty member, dependent children who were in Grade 7 or higher at the time of retirement will be eligible for the benefit at Lake Forest College, subject to the same limitations and requirements stated for the tuition benefit for faculty who are not retired.
It will be the obligation of faculty members to make application for their spouses and children for the monetary award from the Illinois State Scholarship Commission in all cases when attendance in an Illinois college or university is contemplated except where they are educationally ineligible for such ISSC consideration. Such dependents are eligible for that portion of tuition not covered by a monetary award from ISSC. The Basic Educational Opportunity Grant Program (BEOG) has now expanded to the point where dependents of eligible faculty members may also be required to complete this form. Faculty should determine such eligibility and are advised to consult with the Associate Vice President—Business for this purpose.

The faculty member will be required to certify, in writing, that the son, daughter or spouse was claimed as a dependent for the taxable year prior to the term of enrollment and will be claimed in the calendar year in which enrollment takes place. Eligible employees of the College may be asked to submit the appropriate 1040 form for verification of eligibility.

Applications for this benefit must be made in advance by April 1 each year.

9. COLLEGE HOUSING

A. 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 or she 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.

B. 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 or she shall be permitted to reside in College housing for seven years, provided his or her salary remains below the specified level. If during the period of occupancy of College housing his or her salary rises above the minimum for an associate professor, he or she shall be notified that he or she must vacate such housing after one more year of occupancy. It shall be understood that anyone 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.

C. 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.

D. 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 Sub-committee on Promotion and Tenure, will determine the priority of assignment when factors other than the order of request are to be taken into consideration.

E. i. The College Housing Committee will assign available housing by June 1, irrespective of any applications that might be expected after that date;

ii. family size will always count in housing allocation and if families applying for similar housing are identical in size, order of application will be decisive;

iii. neither seniority nor base salary will be a factor in the Committee's decisions;

iv. applications will not remain in the active file after August 31. The person applying has the option of filing a new application on or after September 1 (in which case the original date of application will still be valid).

F. 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.

G. 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.

H. At least once a year, a meeting will be scheduled between residents of College housing and the administration to consider topics of mutual interest.

10. FACULTY-STAFF SECOND MORTGAGE POLICY

(BOARD OF TRUSTEES, MAY 22, 1980; MAY 11, 1984)

At its meeting of May 22, 1980, the Executive committee of the Board of Trustees approved a Second Mortgage Policy which provides an incentive for full-time tenured members of the faculty, when purchasing housing, to locate within the local area. Interested eligible faculty should make application for such funds to the Business Manager.
The conditions of this policy are as follows:

**PURPOSE** - To encourage tenured, full-time teaching faculty, officers of the College and such senior administrators as may be declared eligible by the President, to live close to the College in order to foster frequent participation in all College functions. First-time purchasers in the "area" defined below are specifically but not exclusively eligible; such second mortgages are not provided for repurchase or "rolling over" of real estate, but may be provided to eligible individuals who once owned property within the "area" but who did not own such property at the time of the effective date of this policy.

**AMOUNT** - Not to exceed the lower of 25% of the purchase price or $40,000. The combination of all mortgages on the property may not exceed 90% of the purchase price.

**INTEREST RATE** - No points. Dividend and interest rate of return on the managed Endowment portfolio, based on the most recent audit, computed at that year-end on market value. Interest rate subject to revision at College's option, every five years based on the above referenced average.

**TERM** - Same as the first mortgage, but must be paid off within one year after the faculty member or the administrator leaves the employ of the College.

**AREA** - Applies only to houses purchased in the Lake Forest High School District.

**OCCUPANCY** - Must be occupied by the mortgagee. If not so occupied for one year the mortgage is due at the end of that year.

**PAYMENTS** - Through regular monthly salary deductions.

**FINANCIAL STATEMENT** - A proper financial statement must be submitted to the Business Officer for review prior to Investment Committee approval.

**APPROVAL** - By action of the Investment Committee, which holds final authority to grant or deny approval.

**FUNDS AVAILABLE** - College unrestricted Endowment funds of up to $500,000 may be used to finance such mortgages.

**REVIEW OBLIGATION** - This policy is subject to a review after five years or when authorized funding is expended.

**EFFECTIVE DATE** - The effective date of this policy is June 1, 1980, for eligible faculty and June 1, 1984, for other eligible individuals. This policy supersedes and replaces the Second Mortgage Policy in effect at the time of its passage and shall be the only Second Mortgage policy of the College. (See Finance Committee Minutes, December 18, 1975, for statement of previous policy.)
11. **LEISURE 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, and Commonplace for fast foods and meeting students.

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

1. 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.

2. TEACHING LOADS AND FACULTY TIME

(The Faculty Personnel Policies Committee drew up the following guidelines on February 8, 1979; policy recommended at Faculty Meeting of March 6, 1979)

A. Course Load

Each faculty member is expected to teach six courses per year in addition to directing a reasonable number of independent studies. In cases involving laboratory work, the equivalent course credit is calculated by taking one fourth of the total number of class and laboratory hours per week.

If a class is taught by more than one person, the single course credit for teaching is distributed in a manner agreed upon by those teaching the course and the appropriate department chairperson. If, in the judgment of the Academic Policies Committee, the academic nature of a specific team-taught course justifies the awarding of a full credit to both its instructors, the Committee may so recommend.

B. ADDITIONAL FACULTY RESPONSIBILITIES

Faculty members have many responsibilities beyond spending time in the classroom and laboratory. Full-time faculty members are expected to use the time not scheduled for classes to prepare for their classes; meet with and counsel students; participate in the life of the College through its committee system and its co-curricular activities; study and do research; be available to meet with colleagues to
discuss issues of common concern and to foster a sense of intellectual community at the College. It is vital to the special mission of the College that the faculty be deeply involved in the affairs of the institution, and that they be readily available to students for help, advice, and encouragement. (Amended by the Faculty February 4, 1981.)

3. Administrative Duties

Depending on the amount of administrative responsibility, a chairperson may, upon consultation with the Dean, reduce his or her teaching load by up to one course per year. (FPPC, March 2 and 16, 1979)

4. Committee Service

Every full-time 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 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.

5. Student Advising

Each faculty member is expected to serve as academic advisor to an as nearly 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.

6. Research

Research and other scholarly work are expected to be a normal part of each faculty member's load.

7. Invention and Patent Policy

The College faculty and Trustees have approved a College Invention and Patent Policy which requires all faculty, staff, and students who participate either alone or in association with others in inventions or discoveries to disclose promptly such inventions or discoveries to the President provided the College time, facilities, or materials were used in connection therewith. In addition, the College has contracted with Research Corporation for the marketing of such inventions as the College desires to assign to it. Any faculty member who believes he/she or a student might be affected should request a full statement of the College Patent Policy from the Office of the Dean of Faculty.
8. Teaching Regulations

A. Class Syllabi

It is 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 courses. (See 8.c., "Class Attendance," for information regarding the establishment of specific attendance requirements.)

B. Class Meetings

The following policy was adopted by the Faculty Personnel Policies Committee February 21, 1977:

It is expected that except for the instructor's illness, professional activity, or personal emergency, classes will meet regularly at the scheduled time. Anticipated absences of a faculty member from the class are to be reported to the department chairperson or the Dean of the Faculty if the chairperson cannot be reached.

In any case of absence of a faculty member from a class because of professional activity, it is College policy that adequate arrangements be made so that actual class time not be lost.

Should professional activity require a faculty member to be away from campus for a week or more while classes are in session (more than two class days in the case of 7 1/2 A or B Spring term courses), the Dean of the Faculty must be fully apprised of the timing and nature of the activity beforehand.

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

C. Class Attendance (Faculty Meeting of April 3, 1979)

Because classroom activities - lectures, discussions, questions and answers - assist students in the learning experience, it is normally expected that students will attend class sessions. 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 regulations must be given in writing to the members of the class at the beginning of the course. Instructors are at liberty, however, to waive their stated attendance requirements at their discretion, in individual cases, taking care to be consistent and fair. It is recommended that faculty encourage students to ask permission in advance of intended absences.

Students who miss class meetings because of participation in a "College-approved event" - so designated by the Dean of Faculty - 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 in the judgment of the instructor, making up the work missed is not feasible, the student may not be penalized for the absence from the class.

D. Examinations (Also see Statement on Academic Honesty)

On November 2, 1983, the Faculty approved the Statement on Academic Honesty, which states in part, "No test may be given prior to its originally designated time. The Dean of the Faculty may grant exception to this rule at the request of the faculty member."
Faculty will be expected to give a final examination in each course unless the nature of the course dictates otherwise. If a faculty member decides that a final examination will not be appropriate to a particular course, he should notify the head of his department well in advance of the examination period and give the reasons for his action. 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. (Amended, Faculty Meeting, March 4, 1980)

As part of the above-mentioned Statement on Academic Honesty, the faculty passed the following regulation regarding final examinations: "An instructor who returns a final examination to students must send a copy of the examination to the library, which must retain it for three years and make it accessible to students."

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.

E. STUDENT PAPERS AND WRITING

On May 15, 1962, the faculty adopted a resolution "strongly recommending that each student be required to write at least two short papers in each course throughout his or her 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 should be required" where appropriate. It is clear that this resolution considers all faculty responsible for encouraging and maintaining good standards of written expression in all areas of the curriculum, and that careful attention to the quality of students' writing is indeed an integral part of faculty teaching loads.

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 wherever formal term papers are assigned. However, the College Writing Manual should prove adequate as a style guide for short papers, even including those requiring some research in secondary sources. Individual faculty and departments are at liberty to establish style criteria of their own, provided these approximate the accepted standards of the appropriate academic or professional discipline.

N.B. The College's Writing Center, established in 1975, expanded and relocated in 1977, provides assistance and instruction, for non-credit or credit, to students who want to improve their writing. Faculty are urged to refer students whom they consider in need of extra work in writing, to the Center's Director. They are also urged to talk to the Director, the staff of the Center, and the members of the Writing Program Steering Committee, and to attend periodic workshops, to enable them to deal with student writing as effectively as possible.
F. 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.

G. ACADEMIC HONESTY

(The faculty adopted the following Statement on Academic Honesty on November 2, 1983; amended, February 12, 1985.)

STATEMENT ON ACADEMIC HONESTY

Lake Forest College is committed to high standards of academic honesty. Such standards are central to the process of intellectual inquiry, the development of individual character, and the maintenance of a civilized community. The integrity of academic life depends upon cooperation among students, faculty, and administrators.

i. Responsibilities of Students

a. No student shall engage in plagiarism by copying, closely paraphrasing, or in any way using someone else's work without explicit acknowledgement of author and source. Students are responsible for knowing what constitutes plagiarism. A handout explaining plagiarism is available at the reference desk of Donnelley Library.

b. Students are not permitted to submit the same paper for credit in more than one course, unless all instructors involved grant their prior consent in writing.

c. No students shall procure in an unauthorized manner the questions or answers of any examination to be given at a subsequent time, or employ unauthorized aids while taking an examination.

d. No student shall aid another in violating the policy of academic honesty.

e. Students should cooperate with all members of the community in maintaining high standards of academic integrity.
ii. **RESPONSIBILITIES OF FACULTY AND STAFF**

a. Faculty and staff shall exercise caution in the preparation, duplication, and security of examinations.

b. No test may be given prior to its originally designated time. The Dean of Faculty may grant exception to this rule at the request of the faculty member.

c. Faculty shall take reasonable steps consistent with the physical conditions of the classroom to reduce the possibilities of cheating on examinations.

d. Classroom tests must be proctored with diligence.

e. An instructor who returns a final examination to students must send a copy of the examination to the library, which must retain it for three years and make it accessible to students.

iii. **THE ACADEMIC HONESTY JUDICIAL BOARD**

a. **COMPOSITION:**

   i. Three faculty members, one from each division, appointed by FPPC, and an alternate chosen from any division, for staggered two-year terms.

   ii. Three student members and an alternate, appointed by the Student Government's Executive Committee for terms of one academic year beginning with the fall term, subject to approval by the Dean of Faculty. These students must never have been found in violation of college rules by either the Conduct Board or the Academic Honesty Judicial Board.

   iii. A Chairperson, appointed by the Dean of Faculty. All but the Chairperson can vote.

b. **PROCEDURE:**

   When a student admits violating the policy of academic honesty:

   i. The faculty member shall secure a written statement from the student acknowledging the violation.

   ii. The faculty member shall submit this statement to the Board, along with a recommendation for a penalty.

   iii. The Board shall determine the nature of the violation and impose a penalty. If the Board does not accept the penalty recommended by the faculty member, it must permit the faculty member to be heard in support of his or her recommendation.
When a student denies violating the policy of academic honesty:

i. The faculty member shall submit to the Chairperson of the Board the student's name together with a written description of the alleged violation. A copy must be sent to the student by the Chairperson.

ii. The Board shall hold a hearing, to which the Chairperson, upon consultation with the faculty member and the student, may summon a reasonable number of relevant witnesses.

iii. The student shall have the right to be assisted at the hearing by a counselor drawn from the College community.

iv. If the Board finds that the student violated the policy of academic honesty, it shall impose the appropriate penalty. Such a finding shall require a minimum of four votes.

When a case arises between semesters or during summer session, it ordinarily will be deferred to consideration by the Board until the following semester. However, the student involved may elect to leave determination to an ad hoc board constituted by the Dean of Faculty. The board will be drawn, insofar as is possible, from the regular Academic Honesty Judicial Board and will consist of three faculty members and three students.

In the event that the Board members agree on the finding of violation but are divided on the issue of an appropriate penalty, the presumption will be in favor of the lesser of the contemplated penalties. To achieve this result the Board will vote first on the strongest suggested penalty and if this fails to receive a minimum of four votes will then vote on a lesser suggested penalty.

c. Penalties:

First offense—For a student in a course: failure of the examination, project, or course. The failing grade cannot be raised by additional work. For a student not in the same course: to be determined by the Board.

Second offense—suspension from the College for a period of time to be determined by the Board. The President must approve this action.

Third offense—expulsion from the College. The President must approve this action.

In exceptional cases the Board may impose a lesser penalty.
H. STUDENT EVALUATIONS OF COURSES AND TEACHING

The faculty voted on September 3, 1986, to adopt a short questionnaire for course evaluation, to be used in all classes:

A. Discuss the quality of this instructor's teaching. (continue on back if necessary)

How do you rate this instructor? (circle a number)

1. 2 3 4 5
Truly Poor
Exceptional

B. Discuss the overall quality of this course. (continue on back if necessary)

How do you rate this course? (circle a number)

1. 2 3 4 5
Truly Poor
Exceptional

This questionnaire is to be administered every term in every course (except for independent studies). Responses should be anonymous, gathered in the classroom by a neutral person (not the instructor), and submitted to the Dean of the Faculty, who will send results to the chairperson and the instructor. Instructors may examine their course evaluations, in the Dean of the Faculty's Office, after grades for the course in question have been handed in to the Registrar. Photographic reproduction of either numerical evaluations or written comments is forbidden (FPPC, March 29, 1978).

The faculty approved on April 6, 1983, the following form, "Faculty Supplement to Course Evaluations," to provide a context for the completed student course evaluations. A form must be completed for each class and sent to the Dean of the Faculty.

1. Instructor: ________________________________

<table>
<thead>
<tr>
<th>Dept/Course #</th>
<th>Semester</th>
<th>Year</th>
</tr>
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<tbody>
<tr>
<td>2. Format of class (discussion, lecture, seminar, lab, etc.)</td>
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<td>3. Exams (number, type, etc.)</td>
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<td>4. Papers (number, length, etc.)</td>
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<tr>
<td>5. Other assignments (homework, projects, labwork, etc.)</td>
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<td>6. Attendance policy</td>
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<tr>
<td>7. Basis of grading</td>
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37
8. General comments

I. 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. On May 1, 1973, the faculty adopted an ABCDF grading system (described in the College Bulletin, pp. 33-34) with the following guidelines for distribution of grades: "that for the College as a whole, some 10-15% of grades should be A and 25-30% should be B; that instructors not be expected to conform rigidly to these guidelines, term by term, but that they should be approached, perhaps as an average over a period of time." 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.

9. 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 experimental 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 or her ability for independent inquiry.

A. 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 1985-86 one item came from off campus for every four 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.

B. **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 courses problem-solving situations which result in their students developing library research skills and sophistications. 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. The majority of the libraries' book purchase funds is allocated to the academic departments which 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. The 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, (e.g., projectors, screens, tape-recorders, overhead projectors, etc..) are available in the library and in classroom buildings to support instruction. 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 libraries have been a significant factor in the development and maintenance of the core collection. Paperback, standard editions, casebooks, etc., have replaced missing copies, added extra copies of high demand items and expanded the scope of the libraries’ holdings in underdeveloped areas. The librarians welcome gifts, or inquiries about gifts, and assist in preparing documentation for tax purposes.
B. FACULTY ADMINISTRATIVE POLICIES

1. 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, e.g., 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 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."

2. 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.

3. SECRETARIAL SERVICES

Secretarial services are provided in classroom buildings. 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.

4. COPYING

A. PHOTOCOPYING

Each department has a budget to pay for the copying of materials needed by faculty for their teaching. This copying can be done by the Print Shop staff on the machine in Young Hall, where faculty are required to specify whether a given copying job is to be charged to the department or paid for in person (if the material to be copied is for private use). Faculty may also make use of the machines in the library, either for cash, or by obtaining a key from one of the librarians and charging the cost to the department. Faculty should exercise discretion and moderation in resorting to copying for classroom purposes. They should be especially careful to observe the Copyright Laws, recently passed by Congress, which impose difficult limits on the amount and type of copying of printed materials.

B. COPYRIGHT LAW GUIDELINE

The Copyright Revision Act, effective January 1, 1978, is designed to assure protection for the intellectual content of creative work, while permitting fair and reasonable dissemination of the work for legitimate use. According to the law's guidelines and definitions of what constitutes legitimate and fair use, faculty are permitted to reproduce published material for their own scholarly use, and for their students' use either on Library Reserve or in the classroom. However, they should exercise discretion in the amount and type of such uses. The following guidelines are intended to promote discretion and compliance with the law. When in doubt, faculty should consult with the librarians.

i. PERMITTED COPYING

A single copy, for use in scholarly research or teaching, of:

—a chapter from a book
—an article from a periodical or newspaper
—a chart, diagram, graph, cartoon, or picture

Multiple copies of any of these for classroom use, one per student.

ii. ILLEGAL COPYING

A single copy, for use in scholarly research or teaching, of a whole book, if the latter is reasonably accessible for purchase or through library loan.

Multiple copies of the same.

Multiple copies of any of the items included under Permitted Copying above for classroom use if it has been copied for another class in the same institution.
Multiple copies of a poem, article, story, or essay from the same author more than once in a class term, or multiple copies from the same collective work or periodical issue more than three times a term.

A copy of separate works to take the place of an available anthology.

Multiple copies of works more than nine times in the same class term (i.e., even if the criteria under Permitted Copying are observed, instructors should not put themselves in the position of having to hand out copies of as many as nine different items in the course of a term).

A copy of consumable materials, such as workbooks.

It should be clear from the guidelines that the Copyright Revision Act is not intended to stifle the reasonable use of copying for the purposes of teaching and research. It is intended to protect authors and publishers from unscrupulous and thoughtless copying practices, and to encourage people to be sure they have made reasonable efforts to locate materials for purchase or loan, either for themselves or for their students, and not to use copying as a last-minute alternative to planning a course curriculum well enough in advance.

N.B. Similar discretion should be exercised in the use of videotaped materials.

5. TELEPHONES

Lake Forest College uses (since 1978) the Bell Dimension System, which makes available a range of special features. For information about how to use the system, faculty are referred to the Business Office, which is in charge of the telephone exchange.

All phones in the system are programmed to restrict outgoing calls in certain ways. Faculty and staff may make calls within the 312 (Greater Chicago) area, of both a professional and personal nature, by dialing 9 followed by the required number. There is a time limit of 10 minutes on such calls. Calls to places outside the College's Call-Pak area must go through the switchboard operator, who is available 8:30 to 5:00, Monday through Friday. The WATS lines should be used for such calls whenever possible. Calls placed through the operator, including WATS calls, should be of a professional nature only. Personal calls may only be made in the Chicago area.

6. MAIL

The faculty mail boxes are located in Commons. 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 Commons. 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.
7. BOOKSTORE

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

Basic office supply materials, such as pencils, pens, paper and 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 hardbacks 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 text book taken from the Bookstore must be signed for by the faculty member. 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: Monday and Tuesday, 8:00 a.m. - 7:00 p.m.; Wednesday through Friday, 8:00 a.m. - 4:00 p.m. Special hours at the beginning of each term.

8. SMOKING

No smoking is allowed in any classroom, seminar room, studio, laboratory, library public area, the auditorium, the field house, or the chapel.

9. SAFETY

Lake Forest College is subject to the Federal Occupational Safety and Health Act of 1970. The purpose of this 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.

10. 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 or her 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.

11. ADMINISTRATION OF ACADEMIC DEPARTMENTS
(MARCH 2, 1976; OCTOBER 3, 1984)

Academic departments are basic administrative units of the College headed by persons of either sex under the title of Chairperson, who are appointed by the President for three-year terms which are, in principle, renewable and, at intervals, repeatable. In departments which have other faculty clearly qualified to carry out the responsibilities, an endeavor may be made periodically to replace the chairperson in order to share the honor, the opportunities, and the responsibilities of the position, and to encourage new outlooks. The President's decision to appoint, reappoint, or replace chairpersons is made in every case with the assistance of reviews and recommendations of the FPPC.

The title of chairperson does not carry with it additional remuneration. Course loads for chairpersons are negotiated with the Dean of the Faculty.

A. RESPONSIBILITIES OF CHAIRPERSONS

Chairpersons assume the primary responsibility for creating and maintaining in their respective departments environments which stimulate reflective and critical learning as a common endeavor of faculty and students. They also are primarily responsible for creating and maintaining, for faculty and students, conditions which favor the discovery and the development of outlooks, interests, and abilities in their respective disciplines in relation to the larger liberal arts program.

The chairperson is thus asked to:

1. review and develop the departmental curriculum;
2. encourage departmental faculty research and professional development;
3. recruit and orient new faculty;
4. encourage improvements in teaching;
5. determine and respond to departmental and individual needs;
6. determine and respond to the concerns of students in the department;
7. coordinate departmental programs with extra-departmental curricula and activities;
8. hold regular meetings of the department in order to involve faculty in departmental affairs;

9. arrange consultations and meetings with the student academic advisory committee, as required by College governance;

10. be responsible for departmental administrative matters;

11. consult with senior members of the department faculty on matters of promotion and tenure;

12. write required reviews of departmental faculty.

The Dean of the Faculty is responsible for assisting and supervising the performance of chairpersons in office and for exploring with them ways and means of stimulating departmental and individual faculty development.

B. CHAIRPERSON REVIEW

The Dean of the Faculty is responsible for gathering information relevant to the third-year review of chairpersons and for conveying to them personally the grounds for the President's decisions of appointment, reappointment, or replacement of chairpersons in their respective departments. The FPPC is responsible for reviewing relevant information and making recommendations to the President in accordance with the following procedure:

Review of approximately one third of the chairpersons will be made each year.

Chairpersons will be evaluated in the third year of their service. The evaluation will consist of both a review of the performance of the chairperson and a review of the feasibility and merits of a possible replacement.

By February 1 of the third year of a chairperson's service the Dean of the Faculty will request letters from all members of the department, addressing themselves to evaluating the success of the chairperson in fulfilling various responsibilities listed in the Faculty Handbook and the abilities of other members of the department as possible chairpersons.

The letters will be used by the Dean to formulate, together with one member of the FPPC (designated by the Committee), a full, accurate, and composite written statement of the data contained within them. This statement will be submitted to the FPPC, and the material from which it is drawn will remain with the Dean. He will make its substance known to the chairperson.

The FPPC shall make its recommendation to the President on the basis of its review of the work of the chairperson and of the abilities and willingness of other members of the department to serve as chairperson for a term. The guiding principle of this recommendation should be to insure strong and creative chairing of the department while making best use of the talents and abilities of the members of that department.

The recommendation is to be made by March 1.
Once a decision has been made by the President, members of the affected department shall be notified before a public announcement is made.
SECTION III

FACULTY GOVERNANCE POLICIES

The complete governance plan adopted by faculty and students on April 1, 1972, is included in 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

(Faculty Meeting, April 15, 1980)

During the academic year meetings of the faculty are held regularly on the first Wednesday 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. It is expected that all full-time faculty members attend all faculty meetings.

VOTING

(Faculty Meeting, April 15, 1980)

Voting privileges are given to all faculty members holding full-time appointments at the College. The FPPC may grant voting privileges to a part-time faculty member who teaches at least half of the normal course load or has duties equivalent to a half-time load, and who has served the College at least one year, if he or she applies for the privilege and assumes the responsibility of participating in departmental planning, accepting committee appointments, and attending faculty meetings.

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 5:00 p.m. and adjourn no later than 6:30 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 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.

SECRETARY OF THE FACULTY

The Faculty Secretary, who records and distributes the monthly Minutes of faculty meetings, is elected by the full faculty according to the following procedure, which was established by FPPC on November 10, 1978.
i. in a year in which a Secretary of the Faculty is to be elected, the FPPC will nominate three faculty members; the Dean of the Faculty will send out ballots with the names of the three nominees, asking each faculty member to vote for one of the three;

ii. this election will not be held until after the final balloting for the elected committees; however, it will be held before recommendations are made for appointed committees;

iii. normally the person elected Faculty Secretary will serve three years.

B. FACULTY COMMITTEES

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

I. COLLEGE POLICIES

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

II. ACADEMIC POLICIES

Academic Policies Committee
Academic Appeals Board

III. CAMPUS POLICIES

College Life Advisory Board
Campus Program Board

In addition to these, the College Scholar Committee, the Grievance Committee, the ad hoc Committee for Recruitment of Women & Minority Faculty, and the Writing Program Steering Committee 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 subcommittee 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 Academic Policies Committee and the chairperson of the Faculty Personnel Policies Committee 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 Advisory Board. Similarly, one of the two faculty representatives on the Finance Committee usually is a member of the College Council.
INDEX

Academic Departments
  Administration ................................................. 45
  Responsibilities of Chairpersons ......................... 45
  Review of Chairpersons .................................. 46
Academic Evaluation and Appeal Procedure .................. 38
Academic Freedom
  Association of American Colleges ......................... 1
Academic Freedom and Tenure
  Regulations .................................................. 14
  Academic Garb, Regalia ..................................... 25
  Academic Honesty ........................................... 34
    Judicial Board ............................................. 35
    Judicial Board, Procedure ............................... 35
    Judicial Board, Composition ............................ 35
    Judicial Board Penalties ................................ 36
  Responsibilities of Faculty and Staff .................... 35
  Responsibilities of Students ............................... 34
  Statement on ................................................. 34
Administrative Personnel Handbook ........................... 14
Advising of Students ......................................... 31
American Association of University Professors .............. 1, 13, 15
Appeal of grades ............................................. 38
Appointment ................................................... 2, 3
Association of American Colleges ............................ 2
Attendance, Class ............................................. 32
Audio-visual equipment and materials ....................... 40
Benefits ......................................................... 21
Bookstore ....................................................... 44
Caps and Gowns ................................................ 25
Chairpersons
  Administrative Duties ....................................... 45
  Responsibilities ............................................ 45
  Review ......................................................... 46
  Teaching load ................................................ 31
Class
  Attendance .................................................... 32
  Attendance, Faculty ......................................... 30
  Attendance, Students ........................................ 32
  Evaluation by students ..................................... 37
  Meetings ....................................................... 32
  Syllabi ......................................................... 32
  Use of student assistants .................................. 34
College Facilities
  Leisure Use of ............................................... 29
  Use ............................................................ 19
Commencement, Faculty Attendance ............................. 30
Committee Service .............................................. 31
Confidential Treatment of Records ............................ 41
Copying ........................................................ 42
  Copyright Law Guideline .................................... 42
  Illegal Copying .............................................. 42
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permitted Copying</td>
<td>42</td>
</tr>
<tr>
<td>Photocopying</td>
<td>42</td>
</tr>
<tr>
<td>Copyright Law Guideline</td>
<td>42</td>
</tr>
<tr>
<td>Copyright Revision Act, Copying</td>
<td>42</td>
</tr>
<tr>
<td>Countable service</td>
<td>3</td>
</tr>
<tr>
<td>Course Evaluation by students</td>
<td>37</td>
</tr>
<tr>
<td>Course Load</td>
<td>30</td>
</tr>
<tr>
<td>Dismissal for Cause</td>
<td>15</td>
</tr>
<tr>
<td>Emeriti professors</td>
<td>12</td>
</tr>
<tr>
<td>Employment</td>
<td></td>
</tr>
<tr>
<td>Additional</td>
<td>19</td>
</tr>
<tr>
<td>Outside</td>
<td>2</td>
</tr>
<tr>
<td>Equal Employment Opportunities Commission</td>
<td>21</td>
</tr>
<tr>
<td>Equal Employment Opportunity</td>
<td>1</td>
</tr>
<tr>
<td>Examinations</td>
<td>32, 35</td>
</tr>
<tr>
<td>Expectation of Final Exam</td>
<td>33</td>
</tr>
<tr>
<td>Proctoring</td>
<td>35</td>
</tr>
<tr>
<td>Returning final exams</td>
<td>35</td>
</tr>
<tr>
<td>Faculty</td>
<td></td>
</tr>
<tr>
<td>Appointment</td>
<td>2</td>
</tr>
<tr>
<td>Appointment to Teaching Faculty</td>
<td>3</td>
</tr>
<tr>
<td>Benefits</td>
<td>21</td>
</tr>
<tr>
<td>Committees</td>
<td>50</td>
</tr>
<tr>
<td>Definition</td>
<td>1</td>
</tr>
<tr>
<td>Dependents' Tuition</td>
<td>25</td>
</tr>
<tr>
<td>Duties</td>
<td>4, 6, 9</td>
</tr>
<tr>
<td>Governance Policies</td>
<td>48</td>
</tr>
<tr>
<td>Hiring Procedures</td>
<td>2</td>
</tr>
<tr>
<td>Legislative Body</td>
<td>48</td>
</tr>
<tr>
<td>Meetings</td>
<td>48</td>
</tr>
<tr>
<td>Physical Education</td>
<td>15</td>
</tr>
<tr>
<td>Research</td>
<td>2</td>
</tr>
<tr>
<td>Research Responsibilities</td>
<td>31</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>4, 6, 9, 30</td>
</tr>
<tr>
<td>Responsibilities, Additional</td>
<td>30</td>
</tr>
<tr>
<td>Retirement</td>
<td>10</td>
</tr>
<tr>
<td>Salaries</td>
<td>21</td>
</tr>
<tr>
<td>Second Mortgage Policy</td>
<td>27</td>
</tr>
<tr>
<td>Student Advising</td>
<td>31</td>
</tr>
<tr>
<td>Teaching Load</td>
<td>30</td>
</tr>
<tr>
<td>Voting</td>
<td>48</td>
</tr>
<tr>
<td>Faculty Committees</td>
<td></td>
</tr>
<tr>
<td>Academic Appeals Board</td>
<td>50</td>
</tr>
<tr>
<td>Academic Policies</td>
<td>50</td>
</tr>
<tr>
<td>Campus Program Board</td>
<td>50</td>
</tr>
<tr>
<td>College Council</td>
<td>50</td>
</tr>
<tr>
<td>College Life Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td>Faculty Personnel Policies and its Sub-committee on Promotions and Tenure</td>
<td>50</td>
</tr>
<tr>
<td>Long-Range Planning for Academic Goals</td>
<td>50</td>
</tr>
<tr>
<td>Faculty Meeting, Robert's Rules of Order</td>
<td>48</td>
</tr>
<tr>
<td>Faculty Meetings</td>
<td>48</td>
</tr>
<tr>
<td>Faculty Personnel Policies</td>
<td>1</td>
</tr>
<tr>
<td>Faculty Voting</td>
<td>48</td>
</tr>
<tr>
<td>Topic</td>
<td>Page</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Federal Occupational Safety and Health Act of 1970</td>
<td>44</td>
</tr>
<tr>
<td>Governance</td>
<td>48</td>
</tr>
<tr>
<td>Grades</td>
<td></td>
</tr>
<tr>
<td>Appeal of</td>
<td>38</td>
</tr>
<tr>
<td>Distribution of</td>
<td>38</td>
</tr>
<tr>
<td>Grants</td>
<td>24</td>
</tr>
<tr>
<td>Grievance</td>
<td></td>
</tr>
<tr>
<td>Committee Composition</td>
<td>16</td>
</tr>
<tr>
<td>Committee Procedures</td>
<td>17</td>
</tr>
<tr>
<td>Handicap Discrimination</td>
<td>16</td>
</tr>
<tr>
<td>Hiring Procedures, Faculty</td>
<td>2</td>
</tr>
<tr>
<td>Petitions</td>
<td>17</td>
</tr>
<tr>
<td>Rehabilitation Act of 1973, Section 504</td>
<td>16</td>
</tr>
<tr>
<td>Summary Conditions and Procedures</td>
<td>16</td>
</tr>
<tr>
<td>Honesty</td>
<td>34</td>
</tr>
<tr>
<td>Housing, College</td>
<td>26</td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
</tr>
<tr>
<td>For faculty on leave</td>
<td>20</td>
</tr>
<tr>
<td>For retirees</td>
<td>12</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>22</td>
</tr>
<tr>
<td>Invention and Patent Policy</td>
<td>31</td>
</tr>
<tr>
<td>Keys</td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>45</td>
</tr>
<tr>
<td>Student</td>
<td>45</td>
</tr>
<tr>
<td>Leaves</td>
<td></td>
</tr>
<tr>
<td>Countable service</td>
<td>3</td>
</tr>
<tr>
<td>Maternity</td>
<td>21</td>
</tr>
<tr>
<td>of Absence</td>
<td>19</td>
</tr>
<tr>
<td>Sabbatical</td>
<td>19</td>
</tr>
<tr>
<td>Without Pay</td>
<td>20</td>
</tr>
<tr>
<td>Library</td>
<td></td>
</tr>
<tr>
<td>Audio-visual</td>
<td>40</td>
</tr>
<tr>
<td>Interlibrary Borrowing</td>
<td>38</td>
</tr>
<tr>
<td>Program, the Faculty and Reference and Bibliographical Collection</td>
<td>38</td>
</tr>
<tr>
<td>The Core Collection</td>
<td>38</td>
</tr>
<tr>
<td>Use of Off-Campus Libraries</td>
<td>39</td>
</tr>
<tr>
<td>Long Distance Calls</td>
<td>43</td>
</tr>
<tr>
<td>Mail</td>
<td></td>
</tr>
<tr>
<td>College</td>
<td>43</td>
</tr>
<tr>
<td>Personal</td>
<td>43</td>
</tr>
<tr>
<td>Meetings</td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>48</td>
</tr>
<tr>
<td>Mortgage</td>
<td>27</td>
</tr>
<tr>
<td>Faculty-Staff Second Mortgage Policy</td>
<td>27</td>
</tr>
<tr>
<td>Moving Expenses</td>
<td>23</td>
</tr>
<tr>
<td>Office</td>
<td></td>
</tr>
<tr>
<td>Supplies, Materials</td>
<td>44</td>
</tr>
<tr>
<td>Office Hours, Faculty</td>
<td>41</td>
</tr>
<tr>
<td>Papers and Writing, Student</td>
<td>33</td>
</tr>
<tr>
<td>Patent Policy, Invention and Patent Policy, Invention and Patent Policy</td>
<td>31</td>
</tr>
<tr>
<td>Photocopying, copying</td>
<td>42</td>
</tr>
<tr>
<td>Physical Education Faculty</td>
<td>15</td>
</tr>
<tr>
<td>Plagiarism</td>
<td>35</td>
</tr>
<tr>
<td>Topic</td>
<td>Page</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>T.I.A.A.-C.R.E.F</td>
<td>22</td>
</tr>
<tr>
<td>Teaching</td>
<td></td>
</tr>
<tr>
<td>Committee Service</td>
<td>31</td>
</tr>
<tr>
<td>Course Load</td>
<td>30</td>
</tr>
<tr>
<td>Regulations</td>
<td>32</td>
</tr>
<tr>
<td>Research</td>
<td>2, 9, 19, 31</td>
</tr>
<tr>
<td>Student Advising</td>
<td>31</td>
</tr>
<tr>
<td>Team-taught courses</td>
<td>30</td>
</tr>
<tr>
<td>Team-taught Courses</td>
<td>30</td>
</tr>
<tr>
<td>Telephones</td>
<td>43</td>
</tr>
<tr>
<td>Tenure</td>
<td>5</td>
</tr>
<tr>
<td>Consideration</td>
<td>5</td>
</tr>
<tr>
<td>Countable Service for</td>
<td>3</td>
</tr>
<tr>
<td>Definition</td>
<td>5</td>
</tr>
<tr>
<td>Eligibility</td>
<td>5</td>
</tr>
<tr>
<td>Need Criteria</td>
<td>6</td>
</tr>
<tr>
<td>Performance Criteria</td>
<td>6</td>
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