



MCKENDREE
UNIVERSITY

Faculty Manual

**Last approved by the Board of Trustees
In June 2020**

The McKendree University Faculty Manual

The By-Laws of McKendree University authorize the faculty “to prepare and maintain a Faculty Manual governing the teaching operation of the faculty and academic affairs of McKendree University, subject to the policies set forth by the Board of Trustees.” This manual has been approved and accepted as policy by the Board of Trustees; revisions may be made in accord with the provisions in Section 1.1.

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1.0 Faculty Manual

This document includes McKendree University policies and procedures related to: 1) faculty appointment, evaluation, promotion and tenure; 2) faculty rights and responsibilities; and 3) faculty governance. University policies regarding all employee rights, responsibilities and benefits are in the Employee Handbook. Other useful information for faculty members is in the Faculty Guide.

1.1 Procedures for Revision of the Faculty Manual

Revision of the Faculty Manual may be informally initiated by individual faculty or committees. Such proposals for revision of the Faculty Manual are forwarded to the Faculty Senate for review. Following its review, with or without its approval, the Faculty Senate will forward the proposal to the general faculty.

All proposed revisions approved by the general faculty are sent to the Board of Trustees for its consideration. The Provost will forward the recommendation to the President who will, in turn, forward the recommendation to the Board. Should the President disagree with the faculty recommendation, then the President will inform the full faculty in writing of his/her rationale prior to presenting the proposal at the next Board meeting. At the first meeting of the general faculty following the next Board of Trustees meeting, the President (or Provost) will report to the general faculty on the results of the Board's consideration of the recommended change. The Chair of the Faculty Senate will ensure that all revisions approved by the Board of Trustees are included in the manual.

1.2 Academic Structure

The academic structure of McKendree University is comprised of the College of Arts and Sciences, the School of Education, the School of Business, and the School of Nursing and Health Professions.

The Provost of the university supervises all phases of the academic program and all academic personnel. The Provost also takes initiative in formulating and implementing new academic policies, procedures, and programs, in consultation with the faculty and other appropriate personnel.

The faculty governance system includes many committees with representation from the College/Schools, and each entity has its own curriculum (section 4.5.1) and faculty evaluation committees (section 4.4.1). (Also see Appendix H)

Appointments and Terms of School and Division Chairs. The process for the selection and appointment of chairs should provide opportunity for meaningful input from school and division faculty. However, the final responsibility for the appointment of a chair resides with the Provost.

A. Internal Appointments

1. Chairs will ordinarily serve for three-year terms. In case of a vacancy during that period, this process shall be followed in the appointment of a replacement.
2. Chairs must be full-time members of the faculty and of the school or division, preferably tenured.
3. In December of the final year of a chair's term, schools and divisions will meet to consider candidates for chair. The Provost will ascertain from the members of the school or division their wishes about re-appointment of the incumbent chair or nomination of a

new chair. The Provost may wish to send a nomination to the school or division for its consideration.

4. Nominations for chair may come from individual faculty members and/or from the school or division acting in concert. Faculty members holding full-time appointments in the school or division are eligible to make nominations.
5. A school or division nomination shall require a majority vote of the eligible faculty members. Written proxy votes are acceptable. Nominations should be forwarded to the Provost.
6. The Provost will consult with the school or division faculty about the nomination(s). If the person or persons nominated are not acceptable to the Provost or if the nominee declines the position, the Provost may request another nomination, or may suggest another nominee. In either case, the school or division shall vote on the acceptability of that nominee.

B. External Appointments

1. In the event that the school or division and/or the Provost feels that it is necessary to seek an external candidate for chair and if a faculty opening is available, the regular search process for new faculty shall be followed. Through that process, there should be opportunity for meaningful input from school or division faculty.
2. Items one through six in Section A will also be followed for external appointments.

The duties of chairs are stated in Appendix D.

Report to:

Provost and Dean of the University

2.0 Appointments, Evaluation, Promotion and Tenure

2.1 Definition of Faculty Status

The Faculty of McKendree University consists of those persons employed by the University in teaching or non-teaching roles who have been assigned faculty rank as instructor, assistant professor, associate professor, or professor.

There are five types of McKendree University faculty: 1) full-time tenured/tenure track faculty, 2) special status faculty, 3) full-time faculty on an annual contract, 4) non-renewable, full-time non-tenure track faculty, and 5) associate faculty.

2.1.1 Full-Time Tenured/Tenure Track Faculty

Full-time tenured/tenure track faculty are teachers with the rank of instructor, assistant professor, associate professor, or professor who hold full-time faculty contracts and whose primary contractual responsibilities are teaching. (See Appendix E) Full-time tenured/tenure-track faculty have voting privileges and serve on faculty committees. Only full-time tenured/tenure track faculty members are eligible for tenure and sabbaticals. Service as a full-time teaching faculty member counts toward acquisition of tenure, unless otherwise designated at the time of initial employment. The full complement of fringe benefits and the opportunity to be promoted in rank are accorded full-time tenured/tenure-track teaching faculty.

2.1.2 Special Status Faculty

Special status faculty are not eligible to be considered for tenure. Special status faculty include:

Administrators or other staff members with academic rank. Academic administrators or other staff members with more than 12 credit hours per year of assigned contractual teaching responsibilities are special status faculty. These special status faculty members are eligible for promotion in their faculty roles by means of the same procedures and under the same criteria as apply to full-time tenured/tenure track teaching faculty members. Appointment to and promotion in academic rank as faculty members shall be determined by the Board of Trustees in consultation with the President, the Provost, the School/Division Chair and the Faculty Senate (for appointment), FEC and CRPT (for promotion), using the criteria presented in Section 2.2. These faculty may attend faculty meetings but do not serve on faculty committees nor have voting privileges.

Professional librarians. Professional librarians have academic rank and faculty status (they serve on faculty committees, attend faculty meetings, and are voting members of the faculty). Appointment to and promotion in academic rank as faculty members shall be determined by the Board of Trustees in consultation with the President, the Provost and the Faculty Senate (for appointment), FEC and CRPT (for promotion), using the criteria presented in Section 2.2. Librarians' contracts are faculty contracts issued by the Provost.

2.1.3 Full-Time Faculty on an Annual Contract

Non-tenure track teaching positions may be available, but these positions are normally temporary and are established in unique situations. This designation is recommended by the Provost and made by the President with Board review. Faculty who teach full-time on an annual contract have academic rank and faculty status. While these faculty are eligible for promotion, they are not eligible for tenure or sabbatical. However, if they are subsequently hired by the institution on a tenure track contract, their time of service

as full-time faculty on an annual contract may be granted toward tenure, promotion, and sabbatical. A full-time faculty member initially hired with an annual contract may make a request to the Provost, with the recommendation of the School/College Faculty Evaluation Committee, for conversion of the position to tenure-track status upon evidence of advancement to candidacy for the terminal degree (usually this means acceptance of the dissertation proposal for degree completion). Faculty members on an annual contract are evaluated according to the criteria in 2.5.4. These faculty may serve on faculty committees and are voting members of the faculty.

2.1.4 Non-Renewable, Full-Time, Non-Tenure Track Faculty

Circumstances may warrant the appointment of non-renewable full-time non-tenure track teaching faculty. Generally, these positions are temporary replacements during a search for a full-time tenure track faculty position. While these faculty are not eligible for tenure, promotion, or sabbaticals, if they are subsequently hired by the institution as tenure track faculty their time of service as non-renewable full-time non-tenure track faculty members may be granted toward tenure, promotion, and sabbatical consideration. They are evaluated according to the criteria in 2.5.5. These faculty members may attend faculty meetings, but they do not serve on faculty committees nor do they have voting privileges.

2.1.5 Associate Faculty

Associate faculty are faculty whose services are contracted on a course-by-course basis. All associate faculty are considered part-time regardless of teaching load and are ineligible for tenure, promotion, and fringe benefits. The rights and responsibilities of associate faculty are described in the Associate Faculty Guide.

Associate faculty are evaluated according to the criteria in 2.5.6.

2.1.6 Faculty with Graduate Status

McKendree University employs full-time and part-time faculty to teach in its graduate programs. Graduate faculty must have a record of research, scholarship, or achievement appropriate for the graduate program to which they are affiliated. Graduate faculty may be qualified on the basis of academic credentials or tested experience.

Qualification on the Basis of Academic Credentials

1. Faculty teaching at the master's level must hold a specialist, doctoral, or terminal degree in the discipline they teach.
2. Faculty teaching at the specialist's level must hold a doctoral or terminal degree in the discipline they teach.
3. Faculty teaching at the doctoral level must hold a doctoral or terminal degree in the discipline they teach.

Qualification on the Basis of Tested Experience

1. Faculty teaching at the master's level may not be required to hold a specialist or terminal degree if they hold a master's degree in the discipline they teach, and they have relevant and substantial professional experience in the discipline (as evidenced by work experience, scholarly record, consulting work, special training, etc.). This tested experience must have accrued after completion of the master's degree.

2. Faculty teaching at the specialist's level may not be required to hold a terminal degree if they hold a specialist's degree in the discipline they teach, and they have relevant and substantial professional experience in the discipline (as evidenced by work experience, scholarly record, consulting work, special training, etc.). This tested experience must have accrued after completion of the specialist's degree.
3. Faculty may not be employed to teach at the doctoral level on the basis of tested experience.

Responsibilities of Graduate Faculty May Include:

1. Teaching graduate level courses for which they are qualified.
2. Serving as advisors for theses, dissertations, and scholarly projects.
3. Participating in curriculum development activities (e.g., course development/revision).
4. Participating in assessment activities.

Teaching Expectations for Graduate Faculty

Graduate Faculty are expected to maintain effective teaching quality commensurate with the expectations of graduate level coursework. Evidence of teaching quality may be demonstrated through:

1. Outstanding achievement, such as teaching awards.
2. Teaching evaluations from peers and students.
3. Measures of student achievement, such as performance on national or state standardized examinations, publications, conference presentations, awards, etc.
4. Demonstrated significant involvement in curricular development and/or review.
5. Professional collaboration and/or consultation with education/human services/governmental agencies on issues of significant import.

Scholarship Expectations

Demonstration of scholarly work expected of graduate faculty may include the following mutually supportive and complementary areas:

1. The scholarship of discovery: the pursuit of new knowledge; original research, or creative activity.
2. The scholarship of integration: interpretation, drawing together, and bringing new insight to original research or creative activity.
3. The scholarship of application: using knowledge responsibly to solve consequential problems; knowledge that arises out of the very act of application.
4. The scholarship of teaching: examination of pedagogical issues.

Scholarship Evidence

Evidence of scholarship includes, but is not limited to, the following:

1. Publishing, such as professionally reviewed and refereed articles, monographs, and books in the candidate's field.
2. Presenting papers at professional meetings at the state, regional, national, or international level.
3. Seeking and securing professionally reviewed research and/or service training grant.
4. Providing consultation to community organizations, businesses, or other agencies.
5. Participating and leading in professional and learned societies.

6. Participating in substantially advanced study or experience in the discipline.

2.1.7 Distinguished Service Recognition

A person may be granted the rank of Distinguished Service Professor. Appointments for this recognition are recommended to the President of the University by the Provost in consultation with the Contract Renewal, Promotion and Tenure Committee, and, like all decisions with respect to promotion in rank and the granting of continuous tenure, are effective only upon approval by the Board of Trustees. This recognition will be reserved for those who have completed at least 30 years of significant service to McKendree University. This recognition will typically be announced at convocation ceremonies.

2.1.8 Emeritus Faculty

Apart from ranks discussed above, a person may be granted any academic rank with an emeritus designation upon their retirement from McKendree University. Appointments to these ranks are recommended to the President of the University by the Provost in consultation with the Contract Renewal, Promotion and Tenure Committee, and, like all decisions with respect to promotion in rank and the granting of continuous tenure, are effective only upon approval by the Board of Trustees. This special appointment will be reserved for those who have established themselves as exemplary teachers and scholars in addition to contributing significant service to McKendree University (See Employee Handbook for specific requirements). This appointment will typically be announced at commencement ceremonies.

2.2 Criteria for Faculty Ranks

Full-time McKendree University faculty members have the following ranks: instructor, senior instructor, assistant professor, associate professor, and professor. These ranks are based on four criteria: 1) academic credentials; 2) teaching effectiveness; 3) scholarly/creative activity; and 4) service. These criteria are more fully discussed in section 2.4.

An instructor has the following qualifications: 1) either a Master's degree in the area of appointment or a related discipline, or preparation toward a terminal degree in the area of appointment; and 2) significant promise of or demonstrated teaching effectiveness.

A senior instructor has the following qualifications: 1) either a Master's degree in the area of appointment or a related discipline, or preparation toward a terminal degree in the area of appointment; 2) completion of a minimum of six years of full-time teaching as an instructor at McKendree University; 3) demonstrated teaching effectiveness; and 4) demonstrated accomplishment in service.

An assistant professor has the following qualifications: 1) an earned doctoral degree or terminal degree in the area of appointment or a related discipline from a regionally accredited institution; and 2) significant promise of or demonstrated teaching effectiveness.

An associate professor has the following qualifications: 1) an earned doctoral degree or terminal degree in the area of appointment or a related discipline from a regionally accredited institution; 2) completion of a minimum of six years of full-time college teaching as an Assistant Professor (or equivalent experience); 3) demonstrated teaching effectiveness; and 4) demonstrated accomplishment in scholarly/creative activity and service.

A professor has the following qualifications: 1) an earned doctoral degree or terminal degree in the area of appointment or a related discipline from a regionally accredited institution; 2) completion of a minimum of six years of full-time college teaching as an Associate Professor and a minimum of twelve years of full-time college teaching (or equivalent experience); 3) demonstrated teaching effectiveness; and 4) a pattern of sustained achievement in scholarly/creative activity and service.

Persons without a doctoral degree or terminal degree ordinarily will not be appointed or promoted to a rank higher than instructor. In exceptional cases consideration may be given to outstanding academic or professional experience, training, and educational leadership.

The academic rank of a qualified administrator at McKendree University shall be granted by the Board of Trustees upon recommendation of the President of the University. The recommendation of the President shall be made after he or she has received recommendations from the Provost and the CRPT. The rank and subject area so established must be appropriate to the academic preparation and credentials of the administrator or staff member.

2.3 Search and Appointment

When the President authorizes a search, the Provost, in consultation with the division/school chair, appoints the members of a search committee, including the chair of the committee. Typically, three faculty members from the division/school, at least one of whom is tenured, and one faculty member from outside the division are named to the committee. A majority of the membership of a search committee for a tenure track position will be tenure track or tenured faculty members, including the committee chair. If possible, the chair of the search committee should be tenured. The chair of the search committee will appoint one member to serve as the Diversity Advocate. Although all members of the search committee are considered advocates for the University's commitment to diversity, the Diversity Advocate advances this commitment by promoting inclusive search procedures.

The search committee writes a job description and ad for the position and sends it to the Provost for approval. The Provost then forwards it to the director of human resources, who ensures that the ad is in compliance with all relevant regulations. The Provost and search committee, in consultation with the division/school chair and the director of human resources, will decide where to place the ads. They should consider past successes in recruitment, legal requirements, and the intent of the University to seek a diverse faculty.

All full-time faculty searches shall require that applicants submit the following materials: 1) a letter of application; 2) a curriculum vitae; 3) a teaching philosophy statement; and 4) a diversity statement. Search committees may also require additional materials (e.g., transcripts, letters of recommendation, or a research statement).

The search committee receives all applications from the director of human resources and identifies those it wishes to interview by telephone. Typically search committees will then select three candidates for campus interviews. The chair of the search committee then submits the names and vitas of those candidates to the Provost and the division chair. The candidates are interviewed by the search committee, the Provost, the school/division chair, and other campus constituencies as applicable. Campus interviews include a teaching demonstration to interested faculty, staff, and students.

The search committee, in consultation with the division/school chair, then recommends a candidate to the Provost with a written rationale. If the Provost concurs, this recommendation is forwarded to the President. If the Provost does not concur, then the Provost states the reasons to the committee in writing. The Provost and the search committee shall meet to discuss the recommendation. If the Provost and the

search committee still do not concur after this meeting, then both the recommendation of the committee and that of the Provost are forwarded to the President, who makes the final decision regarding employment.

Employment of tenure track faculty members is for one-year probationary periods until tenure is granted, at which time the faculty member has employment on a continuing basis. If a tenure-track position becomes available, a full search will be opened to all qualified candidates, including any person currently employed on a non-tenure track basis. That person, if appointed, would then have the option of having his or her years of service at McKendree counted toward tenure consideration. (Terms of the full-time faculty contract are in Appendix E.)

Assignment to rank at the time of initial employment is made by the President and the Provost, and communicated by the Provost to CRPT and the relevant College or School Faculty Evaluation Committee (FEC). Criteria governing assignment to rank are presented in Section 2.2. Employment and assignment to rank are not final until approved by the Committee on Academic Affairs of the Board of Trustees and the full Board.

There are four possible outcomes of a faculty search:

1. The search is completed and the position is filled with a tenure-track appointment.
2. The search is completed and the position is filled with an annual renewable faculty appointment.
3. The search is not completed and results in the appointment of a non-tenure track non-renewable appointment, and the search is re-opened in the next academic year.
4. The search is not completed, there is no faculty appointment, and the search is re-opened in the next academic year.

Faculty appointments, including internal candidates that do not follow the Search and Appointment process shall be non-tenure track, non-renewable appointments.

McKendree University is an affirmative action/equal opportunity employer.

2.3.1 Statement of Terms of Appointment

The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.

With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probationary appointments and (2) appointments with continuous tenure.

Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of the appointment and of all matters relative to eligibility for the acquisition of tenure.

All continuing faculty will receive contracts for the next academic year by March 15.

2.3.2 Probationary Appointments

Probationary (tenure track) appointments are subject to annual renewal. The total period of continuous full-time probationary service at McKendree University prior to the acquisition of tenure will not exceed 7 years.

An individual who has all of his or her teaching experience at McKendree University is considered for tenure during the sixth year of probationary standing.

An individual who has taught at another institution may be credited with a certain number of years of experience as the equivalent of probationary years at McKendree University. Such a person is considered for tenure during his or her nth year, where n is the difference between six and the number of years with which the person is credited (e.g., the third year at McKendree if the person is credited with three years of experience).

In the case of an individual who has taught at another institution, the Provost may grant a maximum of two years teaching experience as probationary years at McKendree University. Under normal circumstances, one year of credit toward tenure will be offered for each year of full-time college teaching experience at an accredited college or university. If the granting of more than two years appears to be warranted, the Provost shall consult with the President and the CRPT Committee. Approval by the President and the committee shall be required for such an exception. The number of years granted, in any case, shall be stated in writing at the time of hiring.

”Equivalent experience” is defined as professional-level training or experience and/or full-time teaching other than at the college level which applies directly to the academic appointment being considered. Ordinarily such experience will be counted on a two-for-one-basis (i.e. each two full year's professional experience is equal to one year of academic experience). Awarding of this experience is not automatic and occurs only after verification and review by the Provost.

For all circumstances different from those discussed above in relation to when a person shall be considered for tenure, the Provost shall consult with the President and the CRPT Committee. Concurrence of the President, the Provost, and the majority of the CRPT Committee shall dictate the action taken.

Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.

The faculty member will be advised, at the time of initial appointment, of the substantive standards and procedures generally employed in decisions affecting renewal and tenure. Any special standards adopted by the faculty member's department or school will also be brought to his or her attention. The faculty member will be advised of the time when decisions affecting renewal or tenure are ordinarily made and will be given the opportunity to submit material believed to be helpful to an adequate consideration of the faculty member's circumstances.

Regardless of the stated term of other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment, as follows: (1) not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic year of service if the appointment expires at the end of the second academic year of service; or, if the appointment terminates during an academic year, at least six months in advance of its termination;

(3) at least twelve months before the expiration of an appointment after two or more years of service at the institution.

2.3.3 Personnel Files

The purpose of the Personnel File is to provide a record of pertinent information for each current McKendree faculty member. The Personnel File is limited to the following items:

- a. A copy of the faculty member's current contract
- b. Updated transcripts
- c. Letters of recommendation for hiring
- d. Professional licensure, where applicable
- e. Notifications of tenure and/or promotion
- f. Updated resume
- g. All post-tenure review summary documents

Access to this file is limited to the individual faculty member, accrediting agencies, the Provost, and the President.

2.4 Tenure Criteria

"Academic tenure is an arrangement under which faculty appointments are continued until retirement for age or disability, subject to dismissal for adequate cause or unavoidable termination on account of financial exigency or change of institutional program." From William Keast, "Faculty Tenure," A Report and Recommendations by the Commission on Academic Tenure in Higher Education (San Francisco: Jossey-Bass, Inc., 1973).

Tenure is maintained at McKendree University to: 1) assure freedom of teaching and research and of extramural activities; 2) provide a sufficient degree of economic security to make the profession at McKendree University attractive to persons of ability; and 3) recognize faculty members who possess outstanding qualifications, expertise, teaching competencies, and growth potential.

Four criteria are used to make tenure decisions: 1) academic credentials; 2) teaching effectiveness; 3) scholarly/creative activity; and 4) service. Teaching effectiveness is the most important criterion for tenure. Under no circumstances will tenure be granted without clear documentation of teaching ability. Although excellence in all three of the latter criteria represents the ideal goal, it is recognized that the contributions of faculty members will generally be greater in some areas than in others. If a faculty member serves in an administrative position, performance in that assignment may be considered in the evaluation.

When evaluating a candidate for tenure, the University may exercise the privilege of making exceptions to the preceding criteria when warranted by demonstrated excellence in scholarship and teaching within the field and outstanding experience or training or educational leadership. It is understood that exceptions may be warranted when the candidate demonstrates qualifications which the University judges to be equivalent to or better than the stated criteria.

2.4.1 Academic credentials

Faculty members applying for tenure must have the following credentials: a rank of assistant professor or higher; an earned doctoral degree in the candidate's academic discipline or a related discipline; and service to McKendree for the appropriate probationary period (see sections 2.2 and 2.3.2).

2.4.2 Teaching effectiveness

Teaching effectiveness refers to the ability to create an environment in which students learn. Evaluations of teaching effectiveness include, but are not limited to, the following:

- 1) Knowing the content in one's academic discipline.
- 2) Organizing classes in a way that engages students and encourages an open atmosphere of intellectual inquiry.
- 3) Using classroom technology as appropriate to achieve pedagogical goals.
- 4) Communicating the content of the class in a logical, clear, and stimulating manner.
- 5) Encouraging students to engage in critical thinking.
- 6) Conveying the interconnectedness of knowledge and the relationship between one's field and other subject areas.
- 7) Conveying the importance of personal and social responsibility through community-based learning experiences, including service-learning and community engaged scholarship.
- 8) Setting course goals and objectives, assessing student outcomes, and updating courses on the basis of those assessments.
- 9) Having a passion and enthusiasm for one's academic discipline.
- 10) Upholding professional obligations to conduct a full class session, distribute appropriate syllabi, use clear assignments, fairly evaluate students, and hold office hours.
- 11) Attending conferences, seminars, and workshops dedicated to the improvement of teaching.
- 12) Taking additional coursework related to one's academic discipline.

Reviewers should pay due attention to the variety of demands placed on faculty members by the types and modalities of teaching called for in various disciplines and at various levels. Reviewers should judge the total performance of the candidate with proper reference to assigned teaching responsibilities.

2.4.3 Scholarly/creative activity

Scholarly and/or creative activity refers to efforts to continue developing understanding and skills in one's discipline. Examples of scholarly and/or creative activity include, but are not limited to, the following:

- 1) Presentation of research papers or creative projects at professional meetings.
- 2) Peer reviewed publications in one's academic discipline, including journal articles, books, and book chapters.
- 3) Performance or juried exhibition of creative work, including painting, sculpture, musical compositions, poetry, fiction, drama, dance, or film.
- 4) Peer reviewed publications on the scholarship of teaching and learning, including journal articles, books, and book chapters.
- 5) Presentations and publications on community engaged scholarship and action research.
- 6) Scholarly contributions to one's discipline, including reviewing manuscripts submitted for publication or serving on editorial boards.
- 7) Public recognition such as awards, scholarly citations, lectures, book reviews, exhibitions, or republication of scholarly work.
- 8) Applied research regarding science, technology or computer software.
- 9) Grants received in support of scholarly activity.
- 10) Participation in seminars, conferences, or meetings concerning scholarship in one's discipline.
- 11) Evidence of ongoing research and staying current in one's academic discipline.

2.4.4 Service

Service refers to activities supporting the life and governance of the university as well as service to the profession and the broader community. Examples of service include, but are not limited to, the following:

- 1) Participation in faculty governance.
- 2) Academic advising of students.
- 3) Adviser to a student organization.
- 4) Participation in student recruitment, faculty recruitment, and fund-raising activities.
- 5) Attendance and support of extra-curricular activities.
- 6) Mentoring junior faculty in their professional development.
- 7) Service in administrative roles.
- 8) Monitoring of internships, independent studies, honors theses, and other independent student research projects.
- 9) Participation in division/school/college meetings; meeting deadlines regarding budgets, class schedules, library orders, and textbooks.
- 10) Development of new courses, majors or programs.
- 11) Grants received in support of professional activity for the individual or for the university.
- 12) Holding leadership positions with organizations that bring recognition to the university.
- 13) Professional expertise demonstrated through activities such as consulting.
- 14) Participation in community service beyond the campus.

2.5 Faculty Evaluation

Faculty evaluation has two major purposes. The first is to promote the professional growth of the faculty member. The second is to supply evaluative information to inform the contract renewal, promotion, and tenure decisions of the University. Different evaluation processes exist according to the status of the faculty member. All faculty will provide the opportunity for students to use the online standard university course evaluation system in every course. The completed course evaluations may be reviewed at any time by the Provost or designee (all courses), School/division chairs (all courses within their school/division), honors program director (all honors courses), and graduate program directors (all courses within their program).

2.5.1 Evaluation of Tenure Track Faculty

Tenure track faculty will be evaluated for contract renewal in their first, second, third, and fourth years at McKendree. The tenure decision is made in the sixth year.

Faculty who are granted one year of credit toward tenure will be evaluated in years one through four and are eligible to apply for tenure in year five. Faculty who are granted two years of credit toward tenure will be evaluated in years one through three and are eligible to apply for tenure in year four. Faculty who are granted three years of credit toward tenure will be evaluated in years one and two and are eligible to apply for tenure in year three.

2.5.2 Evaluation of Full-Time Faculty on an Annual Renewable Contract

Full-time faculty with an annual renewable contract will be evaluated for the first three years, then every third year, following the first year evaluation process with the addition of a provost evaluation. The evaluation is analogous to the process for tenure track faculty members in their first year and second year as stated in section 2.5.4 with the following exception: the faculty member is required to submit a professional growth plan focusing only on teaching effectiveness and service as stated in section 2.5.4.

2.5.3 Evaluation of Special Status Faculty

Special Status Faculty (as defined in section 2.1.2) will be evaluated for the first three years, then every third year, following the first year evaluation process with the addition of a provost evaluation. The

evaluation is analogous to the process for tenure track faculty members in their first year and second year as stated in section 2.5.4 with the following exception: the faculty member is required to submit a professional growth plan focusing only on teaching effectiveness as stated in section 2.5.4.

2.5.4 Evaluation Materials

The following materials are to be submitted electronically each year:

- Materials submitted by the faculty include: a current faculty vita, professional growth plan, chair evaluation and colleague evaluations.
- Materials submitted by the Provost include: student evaluations, FEC and CRPT evaluations and contract renewal letters

In years two and four, the evaluation process also includes a Provost evaluation (the Provost will place the Provost evaluation in the folder during years two and four). In years four and six, the evaluation process also includes a CRPT interview. Items pertaining to the professional growth and development of the faculty member are kept in the Contract Renewal, Promotion, and Tenure file. Access to this file is limited to the individual faculty member, CRPT and relevant FEC members, the Provost, and the President. All documents submitted are read only and may not be copied, printed, or shared.

Current vita. Faculty should submit an updated vita each year.

Professional growth plan. Faculty will submit a professional growth plan to demonstrate achievement of the tenure criteria in section 2.4. This plan should include a self-evaluation of strengths, weaknesses and goals for the next five years in each of the three areas of teaching, scholarly/creative activity, and service. The self-evaluation of teaching should include a reflection on student course evaluations. The professional growth plan should also include a statement responding to concerns, if any, identified in previous evaluation letters.

Reviewers may not have the requisite background to evaluate all of the material submitted in the professional growth plan. Faculty members may include statements from off-campus colleagues within their discipline, if available, about the quality of their scholarship and/or professional work. Faculty members may also include other materials that demonstrate achievement of tenure criteria, including statements to help colleagues outside the faculty member's academic discipline better understand those achievements. Examples of additional items which may be submitted are:

- 1) Teaching effectiveness
 - a. Teaching philosophy statement
 - b. Sample syllabi
 - c. Sample assessments
- 2) Scholarly/creative activity
 - a. Sample publications, conference papers, or creative projects
- 3) Service
 - a. Products resulting from service activities

Student evaluations. The results of the completed standard university evaluations will be made available for review by CRPT, the relevant school or college Faculty Evaluation Committee (FEC), and the school or division chair. The Provost will prepare and place student evaluations in the individual faculty member's folder according to the following schedule:

First-year evaluation: fall semester of current year

Second-year evaluation: previous spring and summer
Third-year evaluation: previous fall, spring, summer, and current fall
Fourth-year evaluation: previous spring and summer, and current fall
Fifth-year: No evaluation
Sixth-year/final evaluation: previous spring and summer, and current fall
Promotion only evaluation: fall, spring, and summer for each of the five preceding years, and the current fall
Five-year post-tenure review: fall, spring, and summer for each of the three preceding years, and the current fall.

The results of the completed standard university evaluations will be made available for review by CRPT, the relevant school or college Faculty Evaluation Committee (FEC), and the school or division chair. The Provost will prepare and place student evaluations in the individual faculty member's folder.

Faculty may design and administer additional student evaluations. Such evaluations remain the property of the faculty member. These evaluations may be included in the review materials, particularly if the faculty member considers them relevant to convey achievement while teaching non-traditional courses (field experience, on-line courses, clinical supervision, etc.).

Chair evaluation. The School/Division chair will evaluate the faculty member's progress toward achieving the tenure criteria of teaching, scholarship and service listed in section 2.4. The evaluation of teaching effectiveness will be based in part on observing one online or classroom course session taught by the faculty member. Chairs should consider the observation points for online and classroom course observation listed under colleague evaluation(s) when observing a course session. Chairs will also have access to the standard university student evaluations of the faculty member. The chair evaluation should include, when needed, specific areas in need of improvement. It should not include an explicit recommendation on contract renewal or tenure.

Colleague evaluation(s). Each year a faculty member is considered for contract renewal, one tenured colleague in addition to the School/Division Chair will evaluate the faculty member's progress toward achieving the tenure criteria of teaching, scholarship and service listed in section 2.4. The evaluation of teaching effectiveness will be based in part on observing at least one online or classroom course session taught by the faculty member. This colleague, chosen by the faculty member, should be in the faculty member's discipline or a closely related field. When being considered for tenure and/or promotion, three tenured colleagues in addition to the School/Division Chair will evaluate the faculty member's progress toward achieving the tenure criteria listed in section 2.4. These colleagues are also chosen by the faculty member and should be in closely related fields. CRPT members may not write colleague teaching evaluations. The colleague evaluations should include, when needed, specific areas in need of improvement. It should not include an explicit recommendation on contract renewal or tenure.

For Online Courses:

The faculty member will give his/her colleague access to an online class for the period of one week, requesting permission from the Instructional Media Specialist to allow the colleague, instructor status in the course. The following points may be considered during the observation.

1. Creating a class atmosphere of respect – Does the teacher encourage interaction with the students in a respectful and friendly manner? Does the teacher encourage students to interact respectfully with one another to ensure a safe learning environment?

2. Providing effective discussion forums: Does the faculty member model and provide clear expectations in regard to online discussions which nurture meaningful dialogue among participants?
3. Maintaining a faculty presence: Does the faculty member provide both information feedback (answers to questions or an assignment grade with comments) and acknowledgement feedback (confirms that some event has occurred)?
4. Providing clear deadlines and expectations: Does the faculty member allow some flexibility for students taking an online class, but gives regularly scheduled deadlines to encourage students to spend time on tasks and to help them avoid procrastination? Are there opportunities for regular contact with the instructor and peers in the class? Are clear timelines communicated for responding to messages and assignments?
5. Providing ongoing feedback: Does the faculty member give students challenging tasks and is praise offered for quality work, both publicly and privately?
6. Engaging students through an organized online format – Does the faculty member provide a format that is easy to navigate? Are instructions for assignments easy for students to follow?

**Modified from “Seven Principles of Effective Teaching: A Practical Lens for Evaluating Online Courses,” (Graham, Cagiltay, Craner & Duffy, 2001) which was adapted from the “Seven Principles for Good Practice in Undergraduate Education.”

For Classroom Courses:

The faculty member will give his/her colleague access to a course syllabus and a description of the lesson to be observed. The following points may be considered during the observation.

1. Creating a class atmosphere of respect – Does the teacher encourage interaction with the students in a respectful and friendly manner? Does the teacher encourage students to interact respectfully with one another to ensure a safe learning environment?
2. Establishing a culture for learning – Is the instructor enthusiastic about the importance/relevance of the content?
3. Managing classroom procedures – Does the instructor use routines during class to maximize instructional time? Are there smooth transitions between the introduction, instruction, and closing portions of the lesson?
4. Communicating with students – Does the instructor make the lesson objective evident to the students? Does the instructor provide clear instructions for class activities? Are the explanations of content presented in a clear and engaging manner? Does the instructor model professional speaking and writing skills?
5. Using questioning and discussion techniques – Are the quality and quantity of questions appropriate for the lesson delivery? Does the instructor use strategies/techniques to engage students in meaningful discussion and class participation?
6. Engaging students in learning – Do the class activities/assignments engage the students through the majority of the class period? Does the instructor provide appropriate materials and resources to maximize engagement? Does the structure and pacing of the instruction maintain student interest in the content?
7. Using assessment in instruction – Does the instructor informally monitor student understanding? Does the instructor provide the students with appropriate feedback during the delivery of the

lesson? Does the instructor model flexibility when the content requires adjustment for student understanding?

8. Providing clear deadlines/expectations – Does the syllabus clearly lay out how grades will be assigned?

**Modified from the protocol developed by Charlotte Danielson, *The Framework for Teaching* (FFT), 1996.

Provost evaluation. In years two and four of the evaluation process, the Provost will evaluate the faculty member's progress toward achieving the tenure criteria of teaching, scholarship and service listed in section 2.4. The evaluation of teaching effectiveness will be based in part on observing a class session taught by the faculty member. The Provost evaluation should include, when needed, specific areas in need of improvement. It should not include an explicit recommendation on contract renewal.

CRPT interview. Faculty members considered for contract renewal during the fourth year and for tenure during the sixth year will be interviewed by CRPT. The interview will provide an opportunity for the committee members and the candidate to converse and seek clarifications relevant to the candidacy. Either the committee or the candidate may request an interview when a faculty member is being considered for contract renewal.

2.5.5 Evaluation Process

All tenure track faculty members are evaluated by the relevant FEC in years one, three and six (faculty may request a 2nd and/or 4th year review; see schedule for due dates). All tenure track faculty members are evaluated by the CRPT in years two, four and six. There is no review in year five.

First and third year review for contract renewal:

1. The FEC meets and reviews all evaluation materials.
2. The FEC votes to recommend either to renew or not to renew the faculty member's contract. The FEC determines its own voting procedures.
3. The FEC writes a rationale for the recommendation. The rationale should refer to specific evidence in the faculty member's file for each criterion required for evaluation.
4. The FEC Chair forwards the recommendation, rationale, and vote tally to the Provost.
5. The Provost then writes a contract renewal letter to the faculty member summarizing the results of the annual review and attaches a copy of the FEC recommendation and rationale (but not the vote tally). A copy of this the letter is sent to the relevant school/division chair.

There are two situations in which the CRPT also reviews all evaluation materials: 1) if an FEC recommends not to renew a faculty member, or 2) if the Provost does not concur with the FEC recommendation. In these situations, the CRPT reviews all evaluation materials and the FEC recommendation and votes on contract renewal. The CPRT Chair forwards the recommendation, rationale, and vote tally to the Provost.

Second and fourth year review for contract renewal:

1. The CRPT meets and reviews all evaluation materials.
2. In the fourth year review only, the CRPT also interviews the faculty member.
3. The CRPT votes to recommend either to renew or not to renew the faculty member's contract. A simple majority of three (3) votes is necessary to recommend contract renewal.
4. The CRPT writes a rationale for the recommendation. The rationale should refer to specific evidence in the faculty member's file for each criterion required for evaluation.
5. The CRPT Chair forwards the recommendation, rationale, and vote tally to the Provost.

6. The provost then writes a contract renewal letter to the faculty member summarizing the results of the annual review and attaches a copy of the CRPT recommendation and rationale (but not the vote tally). A copy of this letter is sent to the relevant school/division chair.

A faculty member may request a second or fourth year review by the relevant FEC; in such cases, all evaluation materials must be received by September 30th for a second year review and by January 1st for a fourth year review.

Fifth year. There is no FEC or CRPT review in the fifth year.

Sixth year review for tenure and/or promotion:

1. The FEC meets and reviews all evaluation materials.
2. The FEC votes on whether or not to recommend tenure. The FEC determines its own voting procedures.
3. The FEC conducts a separate vote on whether or not to recommend promotion, if applicable. The FEC determines its own voting procedures.
4. The FEC Chair forwards the recommendation, rationale, and vote tally to the Provost.
5. The Provost provides CRPT access to the FEC recommendation, rationale, and vote tally.
6. The Provost forwards the FEC recommendation and rationale to the faculty member.
7. The CRPT meets and reviews all evaluation materials and the FEC recommendations.
8. The CRPT interviews the faculty member.
9. The CRPT votes by secret ballot on whether or not to recommend tenure. The concurrence of four (4) members shall be necessary for an affirmative decision to grant tenure. In case of tenure votes of three (3) to two (2) in either direction, three (3) separate ballots will be cast by the Committee with appropriate time for discussion between votes.
10. The CRPT conducts a separate vote on whether or not to recommend promotion, if applicable. A simple majority of three (3) votes is necessary to recommend promotion.
11. The CRPT Chair forwards the recommendation, rationale, and vote tally to the Provost.

Provost Recommendation to the President and the Board of Trustees.

If the Provost concurs with an FEC/CRPT recommendation, then the Provost will forward the recommendation(s), along with a concurring recommendation, to the President. If the President concurs with the Provost and the faculty recommendations, then the President will forward those recommendations and his/her own recommendation to the Academic Affairs Committee of the Board of Trustees.

If the Provost does not concur with a CRPT recommendation, then the Provost will meet with the CRPT and discuss their differences. If the CRPT and the Provost cannot reconcile the differences, both the CRPT recommendation and that of the Provost shall be forwarded to the President by the Provost.

If the President does not concur with either the Provost or the CRPT recommendation, then the President will meet with the Provost and the CRPT and discuss their differences. If they cannot reconcile their differences, then the President will forward his or her own, the Provost's, and the CRPT recommendation to the Academic Affairs Committee of the Board.

The Academic Affairs Committee of the Board will review these recommendations and make its own recommendation to the Executive Committee of the Board, or to the Board. The Board of Trustees will make final determinations on contract considerations.

After final action has been taken, the Provost will inform the affected faculty members of the results, and

include copies of the CRPT recommendations and rationales (but not the vote tally), as soon as practicable.

CRPT proceedings should be kept strictly confidential except for such release of information as this Manual requires. In the event that a faculty member initiates a grievance involving CRPT transactions, the official minutes and record of CRPT proceedings should be open to the grievance committee; CRPT members should avoid describing, to grievance committee members or anyone else, the content of confidential deliberations; and in particular they should not disclose how they themselves voted in any matter disposed of by secret ballot in the Committee.

There are, however, exceptions to this confidentiality rule. When a CRPT member has, on the basis of confidential discussions with the committee, reasonable grounds to believe that the outcome has been influenced by circumstances that violate academic freedom; or that there has been bias according to race, ethnicity, religious preference, gender, or handicap; or that there has been a significant procedural error; then the committee member is obliged to take the following steps, in the sequence indicated:

- (a) Discuss the perceived violation with the committee as a whole, in confidential session.
- (b) Then if, and only if, step (a) fails to persuade the committee member that no violation has occurred or that it has been corrected by the committee's own process, report the violation in detail to the faculty member(s) adversely affected by the violation;

CRPT members are ordinarily expected to serve with the committee for purposes of all matters that come before the committees during the term for which the member has been elected. Members of the Committee may-in fact, should-disqualify themselves from considering a particular case if, and only if, there is a significant likelihood of conflict of interest. Judgments as to such likelihood are to be made solely by the CRPT member.

2.5.6 Evaluation Schedule

Evaluations will proceed according to the following schedule:

Tenure Track Faculty Evaluation Schedule						
	Materials due in Provost's office*	FEC*	Provost Evaluation	CRPT Interview	CRPT*	Official University Notification
First Year Review <i>FEC only</i>	Jan 10	Recommendation and vote tally to Provost by Feb 10	No	No	Recommendation to Provost by Feb 20 (only with a negative FEC recommendation)	Contract renewal letter to faculty member by March 1
Second Year Review <i>CRPT Only</i>	Oct 30**		Yes	No	Recommendation to Provost by Nov 30	Contract renewal letter to faculty member by Dec 15
Third Year Review <i>FEC only</i>	Jan 10	Recommendation and vote tally to Provost by Feb 10	No	No	Recommendation to Provost by Feb 20 (only with a negative FEC recommendation)	Contract renewal letter to faculty member by Mar 15
Fourth Year Review <i>CRPT Only</i>	Feb 1**		Yes	Yes	Recommendation due to Provost by Feb 28	Contract renewal letter to faculty member by Mar 15
Fifth Year – No Review						
Sixth Year Review <i>FEC and CRPT</i>	Feb 1	Recommendation and vote tally to CRPT by Feb 28	No	Yes	Recommendation to Provost by March 30	Contract renewal letter to faculty member by Mar 15; Tenure letter to faculty member by Sep 1

*When the due date falls on a weekend or holiday, materials and recommendations are due on the last work day before the date indicated.

**If a faculty member requests an FEC evaluation in the second year and/or the fourth year all materials are due in the Provost's office by September 30th or January 1st.

2.5.7 Post Tenure Review Process

Each tenured faculty member undergoes a formal review every five years. The focus of the review is on development during the ensuing five years, and no information gathered in this review process can be introduced by the University in any proceeding to remove tenure. This process is used for professional development, guidance and support of the individual faculty member. Thus, the review does not imply any lessening of the University's adherence to the 1982 AAUP Statement of Recommended Institutional Regulations on Academic Freedom and Tenure as amended by McKendree University.

A portfolio is collected containing the following items:

- (1) Current Vita
- (2) Professional growth plan. This plan should include a self-evaluation of strengths, weaknesses, and goals for the next five years in each of the three areas of teaching, scholarly/creative activity, and service. Examples of additional items which may be submitted are:
 - a. Teaching effectiveness
 - Teaching philosophy statement
 - Sample syllabi
 - Sample assessments
 - b. Scholarly/creative activity
 - Sample publications, conference papers, or creative projects
 - c. Service
 - Products resulting from service activities
- (3) The evaluations for all courses (fall, spring, and summer) for each of the three preceding years and the current fall are to be included in the portfolio for review.
- (4) Two letters from colleagues and one letter from the School/Division Chair are required. Colleagues should come from within the subject area and/or closely related field and may come from outside of the institution. If they come from within the campus community, it is preferred that they have tenure. These letters should collectively address teaching effectiveness, scholarly/creative activity, and service. When the School/Division Chair sits on the relevant FEC, another tenured faculty member from within the school/division will write a letter when possible. When the School/Division Chair is the person being evaluated, three colleague letters shall be included.

The FEC within the specific school/college will review the faculty member's portfolio. This committee will then complete a written summation of the faculty member's strengths and recommendations for continuing career development. This written summation will be shared with the faculty member and the faculty member may write a response to the FEC's summation. The FEC will forward written summation and the faculty member's response (when provided) to the Provost when the process is completed. The review proceeds with a conversation between the faculty member and the Provost. The Provost may then submit a letter to the faculty members that includes additional written feedback and any additional recommendations for continuing career development. The Provost letter becomes an amendment to the FEC summation.

The Provost will notify faculty members in the spring semester preceding their review year. Portfolio materials are due by March 1 of the review year. The FEC summation and faculty member response must be completed and forwarded to the Provost by March 30. The Provost conversation (and letter, if any) must be completed by the end of the academic year.

2.5.8 Evaluation of Non-Renewable, Full-Time, Non-Tenure Track Faculty

Faculty with non-renewable, full-time, non-tenure track contracts must be evaluated by students in each class taught. The appropriate chair will have a copy of all student evaluations for faculty in this category. The chair or a designate of the chair will also write a teaching evaluation after a class visit in the first semester. Should conditions warrant, the chair will also provide a recommendation to the Provost regarding the re-issue of a nonrenewable contract for another year. The evaluation process for any faculty member in this category who is hired for a second year will include teaching evaluations from both the chair and one other member of the appropriate school or division. The evaluation process for any faculty member in this category who is hired for a third year will be the process in Section 2.5.4.

2.5.9 Evaluation of Associate Faculty

Associate faculty must be evaluated by students in each class taught. The appropriate chair/program director will have a copy of all student evaluations for faculty in this category. At the discretion of the chair/program director, associate faculty may also undergo a visitation by the chair/program director or a designate of the chair/program director. Recommendations for re-issue of associate faculty contracts are made by the chair/program director.

2.6 Promotion in Academic Rank

Candidates for promotion in rank are considered by the Contract Renewal, Promotion, and Tenure Committee.

Tenure track faculty and tenured faculty. To qualify for promotion, tenure track and tenured faculty must satisfy the criteria for the rank required in section 2.2 and further elaborated in section 2.4. Faculty members applying for promotion must notify the Provost of that intention by September 15. In instances where a faculty member serves in an administrative role, particularly as a division chair or program director, overall performance in that assignment may be considered as part of the CRPT evaluation process. The evaluation process is analogous to the process for tenure track faculty in their sixth year as stated in section 2.5.5.

Full time faculty on an annual renewable contract. To qualify for promotion to senior instructor, full time faculty on an annual renewable contract must satisfy the criteria for the rank required in section 2.2. Faculty desiring promotion must notify the Provost of that intention by September 15. The evaluation of annual renewable faculty is analogous to the process for tenure track faculty in their sixth year as stated in section 2.5.5.

Special status faculty. The eligibility of administrators and staff members for academic rank as faculty members shall be determined by the Board of Trustees in consultation with the President of the University, the Provost, the School/Division Chair, FEC and the CRPT. Administrators or staff desiring promotion must notify the Provost of that intention by September 15. The evaluation process for special status faculty is analogous to the process for tenure track faculty in their sixth year as stated in section

2.5.5. To qualify for promotion in academic rank, the administrator or staff member must satisfy the criteria for the rank desired as presented in Section 2.2 with exceptions noted below.

Particular criteria used to determine promotion for special status faculty include the following:

1. Contributions to the educational function of the University; for example, teaching, librarianship, and/or academic program development.
2. Contributions to the advancement of the profession; for example, active participation in professional and learned societies as a member, as an officer, as a committee member, or as a committee chairperson.
3. Activities related to inquiry and research; for example, publications; presentation of papers; reviews of books and other literature; grants; consulting; service as member of a team of experts, review committee or similar body. Such activities shall be judged by professional colleagues on and off campus on the basis of their contribution to scholarship, their profession, and service.
4. Documentation in support of candidates for promotion in rank shall include evaluations, using guidelines appropriate to their positions, from the appropriate superior University officer(s), colleagues, and students.
5. The foregoing regulations apply to administrative and staff personnel who hold academic rank, but only in their capacity as faculty members. Administrators and staff personnel with faculty rank who allege a violation of academic freedom, or of governing policies against improper discrimination, significantly contributed to a decision to deny their appointment to or promotion in academic rank are entitled to the procedures set forth in Section 2.16 Policies and Procedures Pertaining to Faculty Grievances.

2.7 Termination of Contract and Sanctions

2.7.1 Resignation

Faculty members may terminate appointment effective at the end of an academic year, provided that they give notice in writing at the earliest possible opportunity, but not later than May 15, or 30 days after receiving notification of the terms of appointment for the coming year, whichever date occurs later.

Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

2.7.2 Retirement

Continuous tenure expires simultaneously with retirement. Continuous tenure will expire also should a faculty member choose to exercise the option of early retirement. If returning full-time after retirement, a faculty member may be continued on an annual basis according to the same guidelines existing for probationary contracts.

2.7.3 Imposition of Sanctions other than Dismissal

If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a sanction, such as a reprimand or

suspension from service for a stated period, the administration may impose such a sanction. A faculty member who believes that a sanction has been incorrectly imposed, may file a grievance (Section 4.15).

2.7.4 Termination of Appointments by the Institution

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may be effected by the institution only in the following conditions: 1) dismissal for adequate cause, 2) financial exigency, 3) discontinuance of program or department, or 4) medical reasons.

Dismissal for Cause. In all cases of dismissal, the institution must demonstrate adequate cause for such dismissal. Adequate cause for a dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or researchers. A faculty member (tenured or non-tenured) at McKendree University can be dismissed for any of the following reasons:

1. Documented and persistent failure to fulfill the terms of the contract by contrary actions(s) or neglect;
2. Dishonesty in teaching or research;
3. Serious violations of the law;
4. Gross violation of professional ethics;
5. Documented professional incompetence.

Procedures for dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term are as follows:

1. The Provost meets with the faculty member to provide a written statement of cause and seek a mutual resolution. The Provost may suspend the faculty member with pay, or assign other duties in lieu of suspension, if the faculty member constitutes a threat of immediate emotional or physical harm to others.
2. If a resolution acceptable to both parties is not reached, the Provost then writes a formal statement of charges with supporting evidence to the faculty member within five working days. If the faculty member wishes to respond, the faculty member must send the Provost a written response to the statement of charges within five working days of receipt of the charges.
3. The Provost delivers the charges and the faculty response, if available, to the CRPT Committee. Within ten working days, the CRPT Committee shall complete an inquiry to determine whether in its opinion dismissal proceedings should be undertaken. In the course of the inquiry, the CRPT Committee may seek further clarification of the matter from the Provost and/or the faculty member. The CRPT Committee makes a written recommendation to the Provost and sends a copy to the faculty member.
4. Upon receipt of the CRPT recommendation, the Provost makes a written recommendation to the President. The administration communicates the decision regarding dismissal in writing to the faculty member within five working days of the CRPT recommendation.
5. After receiving the administration's decision, the faculty member may file a grievance within five working days if the decision was dismissal. Termination of employment takes effect upon conclusion of the grievance process.

Pending a recommendation by the grievance committee, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the institution's grievance procedures, the administration will consult with the Contract Renewal, Promotion, and Tenure Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of the suspension.

Financial Exigency. Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means. The Faculty Senate shall participate in the decision that a condition of financial exigency exists or is imminent, and that all feasible alternatives to termination of appointments have been pursued. (See "The Role of the Faculty in Budgetary and Salary Matters," AAUP Policy Documents and Reports, 1990, pp. 130-133.)

Judgments regarding the termination of academic programs involve considerations of educational policy, including affirmative action, as well as faculty status, and should be the primary responsibility of the Undergraduate Council or Graduate Council, as appropriate, and the faculty body.

The responsibility for identifying individuals whose appointments are to be terminated should be committed to a person or group designated or approved by the faculty. The allocation of this responsibility may vary according to the size and character of the institution, the extent of the terminations to be made, or other considerations of fairness in judgment.

If the administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to file a grievance (Section 4.15).

If the institution, because of financial exigency, terminates appointments, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.

Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the institution.

In all cases of termination of appointment because of financial exigency, the faculty member concerned will be given notice or severance salary not less than prescribed in Section 2.7.5.

In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

Discontinuance of Program or Department not Mandated by Financial Exigency. Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of bona fide formal discontinuance of a program or department of instruction. The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole. ("Educational considerations" do not include cyclical or temporary variations in enrollment. They must

reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.)

Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the institution will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment then may be terminated, but only with provision for severance salary equitably adjusted to the faculty member's length of past and potential service. When an institution proposes to discontinue a program or department of instruction, it should plan to bear the costs of relocating, training, or otherwise compensating faculty members adversely affected.

A faculty member may oppose a proposed relocation or termination resulting from discontinuance and has a right to file a grievance (Section 4.15).

Termination for medical reasons. Termination of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, for medical reason, will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. The faculty member given notice of termination for medical reasons has a right to file a grievance (Section 4.15) prior to a final decision made by the Board of Trustees on the recommendation of the administration.

2.7.5 Terminal Salary or Notice

If the appointment is terminated, the faculty member will receive salary or notice in accordance with the following schedule: at least three months, if the final decision is reached by March 1 (or three months prior to the expiration) of the first year of probationary service; at least six months, if the decision is reached by December 15 of the second year (or after nine months but prior to eighteen months) of probationary service; at least one year, if the decision is reached after eighteen months of probationary service or if the faculty member has tenure. On the recommendation of the Faculty Grievance Committee or the President, the Board of Trustees, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

2.7.6 Non-renewal of Non-tenured Faculty

When a faculty recommendation or a decision not to renew an appointment has first been reached, the faculty member involved will be informed of that recommendation or decision in writing by the body or individual making the initial recommendation or decision, and, if the faculty member so requests, he or she will be advised of the reasons which contributed to that decision. The faculty member may request reconsideration by the recommending or deciding body. If the faculty member so requests, the reasons given in explanation of the non-renewal will be confirmed in writing.

Non-tenured faculty members who are not renewed have the right to file a grievance (Section 4.15).

2.7.7 Administrative Personnel

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. Administrators who allege that a consideration violative of academic freedom, or of governing policies against improper discrimination, significantly contributed to a decision to terminate their appointment to an administrative post, or not to reappoint them, are entitled to the procedures set forth in Section 2.7.3.

2.7.8 Other Academic Staff

In no case will a member of the academic staff who is not otherwise protected by the preceding regulations which relate to dismissal proceedings be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)

With respect to the non-reappointment of a member of such academic staff who establishes a prima facie case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom, or of governing policies against improper discrimination significantly contributed to the non-reappointment, the academic staff member will be given a statement of reasons by those responsible for the non-reappointment and an opportunity to be heard by the committee.

3.0 Faculty Rights and Responsibilities

3.1 Academic Freedom

All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors, and as reaffirmed in the 1970 Interpretive Comments adopted by the Council of the American Association of University Professors in April 1970.

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher¹ or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

- (a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- (b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.
- (c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution (AAUP Policy Documents, 1990, pp. 3-4).

Faculty members and students engaged in the creation and presentation of works of the visual and the performing arts are as much engaged in pursuing the mission of the college or university as are those who write, teach, and study in other academic disciplines. Works of the visual and performing arts are important both in their own right and because they can enhance our understanding of social institutions and the human condition. Artistic expression in the classroom, the studio, and the workshop therefore merits the same assurance of academic freedom that is accorded to other scholarly and teaching activities. Since faculty and student artistic presentations to the public are integral to their teaching, learning, and scholarship, these presentations merit no less protection. Educational and artistic criteria should be used by all who participate in the selection and presentation of artistic works. Reasonable content-neutral regulation of the "time, place, and manner" of presentations should be developed and maintained. Academic institutions are obliged to ensure that regulations and procedures do not impair freedom of expression or discourage creativity by subjecting artistic work to tests of propriety or ideology.

¹ The term teacher here includes all persons defined as faculty members at McKendree University.

Artistic performances and exhibitions in academic institutions encourage artistic creativity, expression, learning, and appreciation. The institutions do not thereby endorse the specific artistic presentation, nor do the presentations necessarily represent the institution. This principle of institutional neutrality does not relieve institutions of general responsibility for maintaining professional and educational standards, but it does mean that institutions are not responsible for the views or the attitudes expressed in specific artistic works any more than they would be for the content of other instruction, scholarly publication, or invited speeches. Correspondingly, those who present artistic work should not represent themselves or their work as speaking for the institution and should otherwise fulfill their educational and professional responsibilities (AAUP Policy Documents, 1990, pp. 35-36).

3.2 Professional Ethics

I. Professors,² guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

V. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in

² The term professors here include all persons defined as faculty members at McKendree University.

a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom (AAUP Policy Documents, 1990, pp. 75-76).

* The term professors here include all persons defined as faculty members at McKendree University.

3.3 Intellectual Property Rights

The objectives of the McKendree University Intellectual Property Rights Policy are to protect both the rights of faculty whose efforts create intellectual property and the rights of McKendree University.

Definitions

“Creators” are defined as faculty members who create or discover intellectual property.

“Intellectual Property” is defined as the legal rights to a **“Work”** as provided by applicable statute, regulation, or judicial decision, including (without limitation) patent, copyright, or trademark.

“Work” is defined as any creation that gives rise to intellectual property rights. A Work is any invention, discovery, manuscript, original data, academic course or portion thereof, learning tool or aid, or other creative or artistic work and any physical expression.

Examples of a Work include, but are not limited to:

- 1) computer programs
- 2) literary works
- 3) musical works, including any accompanying words
- 4) dramatic works, including any accompanying music
- 5) pantomimes and choreographic works
- 6) pictorial, graphic or sculptural works (photographs, prints, diagrams, models, and technical drawings)
- 7) motion pictures and other audiovisual works
- 8) sound recordings
- 9) architectural works
- 10) scientific or other scholarly publications
- 11) books, periodicals, manuscripts, phonorecords, films, tapes and disks
- 12) inventions or discoveries which constitute any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof
- 13) new and ornamental designs for any useful article and plant patents being for the asexual reproduction of a distinct variety of plant, including cultivated sprouts, mutants, hybrids, and new found seedlings, other than a tuber propagated plant or plant found in an uncultivated state.

“Institutional Works” are defined as works created at the instigation of McKendree University, under the specific direction of McKendree University, or for McKendree University’s use.

Examples include, but are not limited to:

- 1) Materials generated from an assigned institutional duty, including committee responsibilities.
- 2) Materials created as a specific requirement of employment, including those written in a job description or employment agreement.

“Instructional Materials” are defined as materials created for ordinary teaching use in the classroom, including online materials. Examples include lecture notes, curricula, examinations, syllabi, learning aids, and study guides.

“Substantial University Assistance” occurs when McKendree University’s participation in or support of the creative or developmental activity leading to a Work is material, significant, and beyond the resources normally provided to individual employees. Without limiting the foregoing, McKendree University does not regard the provision of normal and customary salary, library resources, office or laboratory facilities, office staff or laboratory support, telecommunications facilities, individual personal computers, internet-based course management software for ordinary teaching use, and reasonable access to the University’s computer network or websites used for non-commercial scholarly pursuits to constitute “Substantial University Assistance.”

Examples of Substantial University Assistance include, but are not limited to:

- 1) Substantial support, direction and guidance in the development of materials.
- 2) Substantial use of University information technology staff or University computing or telecommunications facilities.
- 3) Instructional materials or other materials created or used as part of a separate contractual agreement between the University and the Creator(s) that includes market-based compensation for the Creator(s) for the development of a distance education course.
- 4) Substantial use in the Work of voice(s) or image(s) of University employees, staff members, or property.
- 5) Substantial creative or developmental contribution to the Work by employees, staff members, or students engaged in the course of their regular employment or academic program (other than the Creator(s)).
- 6) The use in any Work of the University’s name or insignia (other than for the sole purpose of identification of individuals) to identify or promote any product, service, or enterprise, or any other identification or reference in a Work that could reasonably imply approval or endorsement by the University.

Policy Provisions

A. The University acknowledges the right of faculty members to generate a Work and its associated Intellectual Property in their ordinary daily pursuits to which they have sole ownership.

This general statement is qualified by the following:

- 1) Faculty members have exclusive Intellectual Property rights over Instructional Materials. However, the University shall be permitted to use Instructional Materials for administrative purposes, including satisfying requests of accreditation agencies for faculty-authored syllabi and course descriptions. In an agreement transferring copyright for such works to a publisher, faculty authors are urged to seek to provide rights for the University to use such works for internal instructional, educational, and administrative purposes.
- 2) Faculty and staff do not have Intellectual Property rights in cases in which they have voluntarily transferred the copyright of the Work, in whole or in part, to the University through a written and signed document
- 3) Faculty and staff do not have Intellectual Property rights over Institutional Works, except as provided for in prior written agreement between the University and the persons who create those works.
- 4) Faculty and staff do not have exclusive Intellectual Property rights in cases in which Substantial University Assistance has contributed to the development of the Work.

B. The University reserves the right to prohibit or limit the use and/or publication of any Work and the Intellectual Property therein for both Institutional Works and Works which it has contributed Substantial University Assistance if, in the University's judgment, such use or publication would adversely influence the University's goodwill, competitive position, or reputation as an educational institution.

C. Substantial University Assistance for the curricula, examinations, learning aids, class materials, courseware, and all other aspects of distance education courses exists when the University contractually agrees to compensate the Creator(s). Such contracts will include a written agreement regarding rights and compensation of Creator(s) who contribute Works, in whole or in part, to these courses. In the absence of such an agreement, the Works shall be considered the intellectual property of the Creator(s).

D. Whenever "Substantial University Assistance" for a Work is perceived (by either the University or the Creator(s)), the parties are required to hold good faith negotiations in a timely fashion toward a written agreement regarding University usage, Creator usage, commercial exploitation, and all other aspects of the proposed development and use of the Work. The University will designate a representative. The Creator(s) and the University may choose to be represented by legal counsel. A Creator may also be represented by a fellow employee of his or her choosing.

If negotiations lead to mutually acceptable terms and conditions regarding the parties' share of any royalties or other income derived from the Work, they will be expressed in a written agreement. In all circumstances involving Substantial University Assistance, the University will, at a minimum, retain the right in perpetuity to use the Work for its own institutional academic purposes. Similarly, the Creator(s) shall retain the right, in perpetuity, to use the Work for reasonable personal (non-commercial) purposes and in academic credentials.

Funds received by the Creator(s) from the sale of intellectual property owned by the Creator(s) shall be allocated and expended as determined solely by the Creator(s). Funds received by the University from the sale of intellectual property owned by the University shall be allocated and expended as determined solely by the University. Funds received by the Creator(s) and the University from the sale of intellectual property owned jointly by the Creator and the University shall be allocated and expended in accordance with the specific agreement previously negotiated by the parties. In the event of multiple Creators, the creators will determine the allocation of their individual shares when the work is first undertaken.

If no agreement is reached regarding a project involving Substantial University Assistance, then either the University or the Creator(s) can decline to go forward with the project. The University may also decline to permit University resources (beyond those normally provided) to be used by the Creator(s).

E. When Intellectual Property is created as part of work done under an agreement between the University and an external sponsor, ownership of that intellectual property will be governed by the terms of that agreement. When the University and project directors seek outside funds to sponsor research, the University and the project directors should strive to obtain reasonable latitude and rights for the Creator(s) and the University, consistent with the public interest and this policy.

Faculty members who believe they have been denied their intellectual property rights under this section of the manual may file a grievance to the Faculty Grievance Committee (Section 4.15).

3.4 Political Activities of Faculty Members

Faculty members, as citizens, are free to engage in political activities. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The term of such leave of absence shall be set forth in writing, and the leave

will not affect unfavorably the tenure status of a faculty member, except time spent on such leave will not count as probationary service unless otherwise agreed to (AAUP Policy Documents, 1990, p. 29).

3.5 Sexual Harassment Policy and Procedures

The university policy on sexual harassment and other forms of harassment is in the Employee Handbook.

3.6 Faculty Development

The ongoing process of faculty development may be realized in many ways, including leave of absence, sabbatical leave, membership in professional organizations, and participation in professional conferences, research, and course work for completion of advanced degrees.

Leaves of absence for purposes of professional development may be granted according to guidelines in Section 3.6.1. The University seeks to support at least one sabbatical leave annually. Guidelines for sabbatical leave application are in Section 3.6.2.

In view of the benefits of growth and improvement accruing to the faculty member and the University from the faculty member's belonging to and participating in functions of professional organizations, McKendree University encourages its faculty to hold membership in significant associations of the professions and disciplines on the local, regional and national levels. Full-time faculty are encouraged to attend a minimum of one meeting or conference annually. Within budgetary resources, the University contributes to costs of attendance according to individual needs.

Attendance at professional meetings or conferences may be funded from the Faculty Development Budget and the Travel Budget. It is essential, therefore, that attendance be planned in advance with early notification to the Associate Dean of such plans.

3.6.1 Leaves of Absence

In view of the professional responsibility of the University and the critical role of the faculty in providing an academic program, the granting of leaves of absence, when possible, should be thoughtfully planned for maximum benefit to the University and the individual. Sufficient flexibility to meet the needs of the individual and the University is desired. The length and frequency of leaves, the amount paid to faculty on leave, and the selection of persons to be granted leaves will be determined by careful consideration of these individual and institutional needs.

Short Term Leaves of Absence

Short term leaves include absences from teaching that require additional resources of the University in order for the teaching assignment of the faculty member to be met.

Short term medical leave

The chief purpose of short term leaves of absence from teaching is the protection or recovery of health. Short term medical leave is for 90 or fewer calendar days. It is expected that only medically necessary procedures would qualify the faculty member for short term medical leave. Requests for short term leaves of absence for health needs are to be directed to the Provost.

Short term professional development leave

Short term leaves of absence for the purpose of research, writing, other scholarly work, and the general growth of the teacher may be considered. Requests for short term leaves of this nature are

to be directed to the Provost, who will forward the request to CRPT. Normally, two weeks is considered the maximum time granted for short term professional development leave.

Sick/Disability Leave.

Any person able to resume full faculty responsibilities within two calendar years of the inception of an illness which prevented full-time employment is considered temporarily disabled.

Temporary disablement is not grounds for the loss of continuous tenure. (The time absent, if judged significant by the Contract Renewal, Promotion, and Tenure Committee, however, may not count toward the acquisition of tenure.) Any disability of more than two calendar years duration will be considered permanent with all claims to employment lost.

Extended Leaves of Absence

The purpose of extended leaves at McKendree University is for protection or recovery of health; for research, writing, and other scholarly work applicable to teaching responsibilities; and for the growth of the faculty person. An extended leave will not include salary. Fringe benefits available to a faculty member on extended leave of absence include: any salary increases granted to the faculty as a whole; faculty tuition benefits as specified in the Employee Handbook; use of college facilities; and continuation of the faculty member's current level of participation in life, health, and disability insurance plans.

Changes to or suspension of any benefits guaranteed under the provisions of the college contract or the Faculty Manual must be agreed to by the individual and the institution in writing 30 days prior to any action on granting the leave of absence.

Extended medical leave

The chief purpose of extended medical leaves of absence from teaching is the protection or recovery of health. The extended medical leave is for 91 or more calendar days. Requests for extended leaves of absence for health needs are to be directed to the Provost.

Maternity/Paternity Leave

The faculty short-term disability program provides for 90 or fewer calendar days of paid medical leave for all types of disabilities to include childbirth. Effective with this policy, faculty members will be allowed up to 90 or fewer calendar days of paid Maternity/Paternity Leave for the placement of a daughter or son with the faculty member for adoption. When both spouses are employed by McKendree University, their aggregate leave is limited to the 90 or fewer calendar days as identified in the policy. For other disabling or non-disabling conditions or situations, such as foster care of a child, the FMLA provides up to 12 weeks of unpaid leave. In all cases, the short-term disability program and the FMLA run concurrently.

Extended professional development leave

An applicant for extended professional leave of absence will normally have served as a full-time faculty member at McKendree University for at least three years. Applications for professional development leave shall be filed with the Provost no later than March 1 of the academic year prior to the academic year of the requested extended leave of absence. The application shall consist of the following:

1. A statement requesting the extended leave of absence;
2. The dates of the requested leave;
3. A statement in detail of the purpose of the extended leave;

4. An indication of how the proposed extended leave will assist the teaching competence or the professional capability of the recipient;

Review of the extended professional development leave application will be made by the CRPT. The criteria for granting extended leave of absence should be based on at least one of the following:

1. The contribution to the actual teaching at McKendree University,
2. The potential contribution to the field of study or discipline of the candidate, or
3. The contribution to the professional growth of the faculty member.

Proposals based on other intentions may be considered.

The names and applications recommended by the CRPT will be forwarded to the Provost, who will forward the CRPT recommendations and his or her own recommendation to the President of the University who will recommend the selection(s) to the Board of Trustees.

Should the Provost's recommendation differ from that of the CRPT, the Provost must consult with the Committee prior to forwarding the recommendations to the President.

3.6.2 Sabbatical Leave

The purpose of sabbatical leaves at McKendree University is to enhance the skills of members of the faculty as teachers, scholars, or practitioners in their particular disciplines. The University will provide a minimum of one sabbatical leave each academic year as funds allow. The sabbatical will provide a full salary for a one-semester leave, or one-half salary for a full year leave. The University will continue to contribute to the fringe benefit program of the faculty member during sabbatical leave.

Tenured faculty members with six full academic years of service to McKendree University are eligible to apply for a sabbatical. Eligible faculty members may first apply in their sixth year for a sabbatical to be taken the following year. Faculty members who have had a sabbatical are not again eligible until they have completed another six full academic years of service to McKendree University. They may apply in their sixth year for a sabbatical to be taken the following year.

Applications shall be filed with the Provost no later than October 15 of the academic year prior to the academic year of the requested sabbatical. The application shall consist of the following:

1. A statement requesting the sabbatical;
2. The dates of the requested sabbatical, whether a year or a semester, and if the latter, which semester is preferred;
3. A statement in detail of the purpose of the sabbatical and the project to be pursued (refer to selection criterion 3 below);
4. An indication of how the proposed sabbatical will enhance the teaching skills or the professional capability of the recipient;
5. Letters of recommendation relevant to the purpose of the proposal.

Recommendations for sabbaticals will be made by the Contract Renewal, Promotion and Tenure Committee (CRPT).

The selection of the successful candidates will be based upon the following criteria, each of which shall be given equal consideration by CRPT.

1. Benefit to the University. This shall be defined as the proposal's potential for significant contribution to (i) the teaching of a specific course or courses at McKendree or (ii) the development or enhancement of a specific program of benefit to the college and its students or (iii) the candidate's discipline.
2. Likelihood of success. This shall be determined by the CRPT and based upon (i) the merits of the proposal and its potential for successful execution and (ii) internal and external letters of recommendation.
3. Time in service and previous sabbatical leave. It is understood that the final recommendation of CRPT shall be based on the overall merit of the candidate's proposal. However, in its deliberations the CRPT reserves the right to consider (i) the candidate's time in service and (ii) the candidate's previous sabbatical experience.

The ease by which a successful candidate might be temporarily replaced shall not be a criterion for selection.

The names and applications of those selected will be forwarded in rank order to the Provost who will forward them and his or her own recommendation to the President who will recommend the selection(s) to the Board of Trustees for consideration at its February board meeting. Should the Provost's recommendation differ from that of CRPT the Provost must consult with the Committee prior to forwarding the recommendations to the President.

By January 15, the committee will provide feedback to each applicant regarding each of the criteria and the rank of their proposal. The Provost will submit the recommendation to the President and inform the candidate if she or he is not in agreement with the recommendation of the committee.

Conditions of Acceptance

1. The recipients of sabbatical leave awards must indicate to the Provost in writing their acceptance or rejection within a reasonable time as determined by CRPT.
2. Recipients of sabbatical leaves must agree to present a written report to the Provost at the end of the sabbatical detailing the results achieved and the benefits which have accrued. Copies of all granted sabbatical proposals and reports of sabbatical experiences will be kept in the Provost's Office.
3. The recipients must also agree to serve at least two years on the faculty of the University subsequent to the academic year in which the leave is taken. Should he or she accept another position before the expiration of that period of service, the recipient must agree to repay the University that portion of the salary received while on leave which is represented by the fraction of the two years beyond the leave which has not been served.

Applicants who are not selected for a sabbatical may re-apply the following year without prejudice.

3.7 Teaching Responsibilities

Textbooks and Required Course Materials. Selection of the textbook and other materials required for a course are the responsibility of the instructor. Notification of the bookstore of books and other materials which should be ordered is accomplished by completion of a form issued by the bookstore manager. The completed form is returned to the bookstore manager in sufficient time to allow for receipt of the required materials prior to the first day of class.

Course Syllabus. At the beginning of each semester, full- and part-time faculty members are required to upload to assessment.mckendree.edu a syllabus for each course they are teaching. The recommended format for course syllabi is in both the Faculty Guide appendix and the School of Education Livetext template.

The syllabus may include a bibliography of works relevant to the subject matter of the course. Faculty members may reserve the right to revise the syllabus during the term in which the course is taught when, in their opinion, such a revision is in the best interest of the students in the course.

Examinations and Grading. Examinations are given during the semester as a means of assessing each student's progress toward fulfillment of course goals and objectives. Final examinations are given according to the schedule announced by the Registrar. Final grades are reported to the Registrar. Grade reports are also filed at midterm. The grading system employed by McKendree University may be found in the University catalog.

Teaching Load. The standard faculty teaching load for the academic year is 24 semester hours; the assignment of these semester hours for each faculty member is made by the appropriate division/school chairperson and approved by the Provost. As a part of this contract, and in addition to the 24 semester hours heretofore called the standard teaching load, the faculty member may be responsible for a maximum of five independent studies or directed studies during each term (fall, spring) in load.

Student Advising. Faculty members serve as academic advisers to students as assigned in consultation with division chairs.

Office Hours. Faculty members are to post regular office hours of at least three 50 minute periods per week.

Retention of Graded Materials. Faculty are required to retain all unreturned graded materials throughout the entire following spring or fall semester.

4.0 Faculty Governance

The McKendree University Board of Trustees has the ultimate authority to determine all University policies. The Board of Trustees entrusts the administration of the University to the President who may then delegate the responsibility for the academic program to the Provost. The President is responsible for the overall operation of the University, and the Provost is responsible for the academic program. The Board of Trustees entrusts the teaching and research of the University to the faculty, which has responsibility for curriculum, subject matter and methods of instruction, research, and faculty status. On these matters the Board of Trustees and/or the President will normally exercise their authority by supporting the recommendations of the faculty and when failing to do so will communicate their reasons to the faculty.

The faculty also has a role in decision making in those areas that significantly influence the conduct of teaching and research. Examples include strategic planning, selecting a President and Provost, program termination, and re-accreditation efforts. The faculty are to be represented on all institution-wide committees dealing with such issues. The faculty will recommend representatives to the President and/or the Board of Trustees for membership on such committees. The Faculty Senate will either: 1) solicit nominations from the faculty and choose the faculty representatives from those nominees; or 2) conduct an election with all eligible faculty members on the ballot.

The primary responsibility of the faculty is to the students of the University. Accordingly, the faculty concerns itself with all phases of the academic program, fulfilling its responsibilities not only through actual teaching, but also by means of the following:

1. A system of standing faculty committees of varied function; (See Sections 4.2-4.17)
2. Representation to the Board of Trustees; (See Section 4.18).
3. Participation in budget formulation; (See Sections 4.9 and 4.18).
4. Completion of studies and surveys which, in the faculty's judgment, materially contribute to achieving the goals and purposes of the University;
5. Concern with the campus environment, to the end that the University may be not only a distinguished educational institution, but also one which contributes to the spiritual, moral, social, and physical maturity of its students.

4.1 Faculty Meetings

Faculty meetings are held on a regular basis according to the schedule formulated by the Faculty Senate and adopted by the faculty. These meetings are presided over by the Chair of the Faculty Senate. Special meetings may be called as circumstances dictate. Minutes of each faculty meeting are kept by the Secretary of the Faculty. The Secretary is a full-time member of the faculty, elected by the faculty after nomination by the Faculty Senate or the faculty.

The Faculty Senate establishes the agenda for faculty meetings in cooperation with the Provost. If a committee wishes to present a recommendation to the faculty, it must be submitted, in writing, to the Provost or to the chair of the Faculty Senate in by the date of the regular meeting of the Council prior to the faculty meeting. Dates of Council meetings are announced at the beginning of the academic year along with the dates of regular faculty meetings. The agenda, with recommendations attached, is made available to the faculty at least two days before the faculty meeting.

Recommendations are presented to the faculty by the chair of the committee from which the recommendation emanated. Input is sought from members of that committee and others as appropriate so that the background and rationale for the recommendation may be more fully understood by the faculty.

All full-time faculty members are expected to attend faculty meetings. For action taken by the faculty at a faculty meeting to become official, a quorum must be present. A quorum is understood to mean two-thirds of the membership of the faculty with vote.

Persons entitled to vote in faculty meetings include the following: tenured/tenure-track faculty (as defined in Section 2.1.1), the President, the Provost, and faculty teaching full-time or more on annual contract (as defined in Section 2.1.3).

Faculty not able to be present at a meeting may vote by proxy. Proxy means a power of attorney given by one person to another to vote in his or her stead. The proxy must have on it the date of submission to the proxy holder, the name of the person requesting the proxy privilege (printed and signed), the name of the person holding the proxy, and the date of the faculty meeting for which the proxy will be in effect, all on a standard proxy form available in the office of the Provost. The number of proxies held by one individual may be no more than two. Proxies may be limited to specific agenda items; otherwise proxies may be used as many times as necessary in the course of a meeting. Any individual holding a proxy must notify the faculty secretary before the voting of the number of proxies held and the names on those proxies. The individual requesting the privilege of proxy must provide a copy of that proxy to the faculty secretary.

The president of the university or his designee shall make two presentations each year to the faculty regarding the university budget. In the Fall the presentation includes a summary of the prior year's budget and a review of enrollment and revenue expectations for the next academic year. In the Spring the presentation includes a description of the following year's budget. The Provost or designee will ensure the presentations are scheduled.

4.2 Standing Committees of the Faculty

Membership on faculty committees is limited to full-time faculty with voting privileges (as defined in Section 2.1). Faculty members who are on sabbatical leave or a semester-long leave of absence may not serve on faculty committees during the term of absence. The President is an ex-officio member of all faculty committees except the Faculty Senate and the Faculty Grievance Committee.

Members on all faculty committees have two-year terms. These terms are staggered so that at the end of each year half of the committee completes its term and half of the committee has one year remaining. Each committee will decide how to stagger the terms of its members.

All faculty committee, sub-committee and ad hoc committee meetings are open with the exception of the Faculty Grievance Committee; the Committee on Contract Renewal, Promotion and Tenure; School/College Faculty Evaluation Committees; the Student Judicial Committee and search committees. However, all committees may vote to go into executive session when dealing with confidential matters and exclude visitors.

All committees with elected chairs shall elect a chair during the first meeting of each school year. Committee chairs serve in that position until a new chair is elected the following year. Committee chairs set the agenda for each meeting of the committee and preside at the meeting. Chairs, except for the committees listed in the paragraph above, also make the agenda and minutes of the meetings available to

the faculty, report to the faculty on the deliberations of the committee, and present committee recommendations to the faculty.

Each committee should meet with a regularity sufficient for fulfillment of its responsibilities. Unless otherwise stated in the manual, each committee shall determine its own decision-making procedures.

For a chart of the standing committees of the faculty, see Appendix B.

4.3 Faculty Senate

Membership. The membership of the Faculty Senate (FS) consists of the Provost, one tenured member of the School of Education, one tenured member of the School of Business, one tenured member of the School of Nursing and Health Professions, three tenured members of the College of Arts and Sciences, and two non-tenured at-large faculty members. CRPT members are not eligible for the Faculty Senate. Each faculty member will serve a two year term. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the relevant election process. The members elect one of the tenured faculty members to be Chair of the Faculty Senate.

Election. The six tenured members are elected by their respective College or School by May 15. The two non-tenured members are elected by the last faculty meeting of the academic year by the full faculty from a list of all eligible faculty. Elections are staggered; one member is elected each year. The second round ballot shall include the top four from the first round. The third round ballot shall include the top two from the second round. In the case of any ties, extra candidates will be included on the next ballot. Voting will continue until a candidate receives a majority of the votes.

Responsibilities. The responsibilities of the Faculty Senate are to:

1. Coordinate, review, and when necessary, revise the organizational structure and operation of the faculty committees;
2. Establish the agenda for faculty meetings in cooperation with the Provost;
3. Nominate members of the faculty as representatives to the Board of Trustees;
4. Nominate members of the faculty for special assignments, e.g., faculty marshal for convocations, ad hoc committees, etc.;
5. Make policy proposals concerning academic freedom, tenure and promotion;
6. Review and make recommendations concerning salary matters, faculty evaluation, faculty development, contractual obligations, benefit programs and all matters of faculty interest;
7. Review the reasons for the President's veto of any faculty report or recommendation to the Board of Trustees, and, upon a two-thirds vote of its membership, initiate an appeal of such presidential decision to the Board of Trustees through the Board Committee on Academic Affairs.
8. Nominate to the President and/or the Board of Trustees members of the faculty to institution-wide committees in areas where the faculty have a meaningful advisory role, including those dealing with strategic planning, searches for the President and the Provost, accreditation, program termination in cases of financial exigency, etc.

9. Meet periodically with the President of the University to exchange views on matters of interest to the faculty.

The responsibilities of the Faculty Senate Chair are to:

1. Maintain an accurate and updated version of the Faculty Manual.
2. Represent the faculty to the Board Committee on Academic Affairs.
3. Preside over Faculty Senate and full faculty meetings.

4.4 Contract Renewal, Promotion and Tenure Committee

Membership. The members of the Contract Renewal, Promotion and Tenure (CRPT) Committee include five tenured faculty members elected by the full faculty to two year terms. Chairs and Faculty Senate members are not eligible for membership. If a faculty member will be on a leave of absence, or sabbatical leave, or otherwise away from campus for a substantial portion of the year, then that person is ineligible for election to the next year's CRPT. If a faculty member has been elected to a two year term on CRPT, and will be on leave of absence, or sabbatical or otherwise away from campus for a substantial portion of the second year of the term, then another faculty member will be elected to serve out the one year remaining in the term. CRPT members who are applying for promotion or sabbatical will not participate in committee deliberations or vote on those decisions. CRPT members elect a chair to preside over their meetings.

Elections. Members of the CRPT Committee are elected by April 1st by the entire faculty. Only tenured faculty members are eligible for membership on this committee. The elections are staggered; two members are elected one year, and three members are elected the next year. The second round ballot shall consist of two times the number of faculty members to be elected (if there is a tie, more than this number may go to the second round). For example, if 3 members are needed, then the top 6 vote getters will move on to the second round. If needed, more rounds of voting will be done eliminating the bottom two vote recipients in each round. Balloting shall continue until members receive a majority from the faculty members voting. Members of the CRPT Committee with expiring terms have the option to exclude their names from the ballot for a period of up to two years.

Responsibilities. The responsibilities of the CRPT Committee are to review and make recommendations regarding:

1. Renewal of faculty contracts to the Provost, President and the Board of Trustees of the University; and
2. Promotions and grants of tenure for faculty members to the Provost, President and the Board of Trustees of the University.
3. Sabbatical leave for faculty to the Provost, President and the Board of Trustees of the University.

Procedures followed by the CRPT Committee when considering candidates for contract renewal, promotion and tenure are in Section 2.5. Procedures for considering sabbatical leave proposals are in Section 3.9.2.

4.4.1 Faculty Evaluation Committees

The School of Business, School of Education, School of Nursing and Health Professions, and the College of Arts and Sciences shall each have a Faculty Evaluation Committee (FEC). All members of these committees must be tenured. Each entity shall decide the number of persons on its committee and determine election processes to its committee. The primary responsibility of these committees is to evaluate faculty regarding contract renewal, tenure and promotion for faculty members within each entity. These committees shall follow the procedures for faculty evaluation in Section 2.5.

4.5 Undergraduate Council

Membership. The voting membership of the Undergraduate Council includes the Associate Dean for Curriculum, serving as chair, one faculty member from the School of Business, one faculty member from the School of Education, one faculty member from the School of Nursing and Health Professions, and three faculty members from the College of Arts and Sciences. Non-voting members include the Dean of McKendree Worldwide, the Registrar, the Assistant Dean for Student Success, the Director of the Library and two students chosen by the Student Government Association.

Election. The College and Schools elect their representatives to the council by May 15. All members serve a two year term. Elections are staggered; half of the members are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The Undergraduate Council is the major unit within the faculty committee structure having as its primary concern all academic policies related to undergraduate admissions, general regulations governing the conduct of the undergraduate educational program, curriculum, and requirements for degrees. The responsibilities of the Undergraduate Council are to:

1. Review and recommend to the full faculty academic policies, including admissions requirements, graduation and degree requirements, and other academic policies listed in the Undergraduate Catalog.
2. Review and recommend to the full faculty undergraduate curriculum proposals from the School of Business, the School of Education, the School of Nursing and Health Professions, and the College of Arts and Sciences regarding the addition or deletion of courses, programs and/or degrees. All changes and additions or deletions of undergraduate courses, programs, and degrees not housed in a school or college (e.g., Study Abroad, UNI 101) must be approved by the Undergraduate Council before recommendation to the full faculty.
3. Receive informational updates, and communicate those updates to the full faculty, from the School of Business, the School of Education, the School of Nursing and Health Professions, and the College of Arts and Sciences regarding changes to courses, programs, and/or degrees.
4. Update and maintain the Undergraduate Catalog.
5. Review and recommend academic policies proposed by other faculty committees.

6. Review student grade challenges according to the process listed in the Undergraduate Catalog.

4.5.1 Curriculum Committees

The School of Business, School of Education, School of Nursing and Health Professions, and the College of Arts and Sciences shall each have a curriculum committee. Each entity shall decide the number of persons on its committee and determine election processes to its committee. These committees shall have the following responsibilities:

- 1) To approve curricular changes other than additions and deletions of courses, programs and degrees, and to forward those decisions as informational items to either the Undergraduate Council or the Graduate Council.
- 2) To recommend additions and deletions of courses, programs and/or degrees to either the Undergraduate Council or Graduate Council.
- 3) To recommend additions, deletions, or changes to undergraduate academic policies listed in the undergraduate catalog to the Undergraduate Council.
- 4) To recommend additions, deletions, or changes to graduate academic policies listed in the graduate catalog to the Graduate Council.

4.6 Graduate Council

Membership. The voting members of the Graduate Council includes the Associate Dean for Curriculum, who serves as chair, and the director of each graduate program. Non-voting members include the Assistant Dean of McKendree Worldwide, the Registrar and the Director of Holman Library.

Responsibilities. The Council recommends to the full faculty and is responsible for the formulation of policies concerning the graduate programs of McKendree University and serves as an advisory body concerning implementation of these policies. These policies include matters pertaining to programs, students, and faculty of the graduate programs. Specifically, the Graduate Council is charged to:

1. Review and recommend to the full faculty academic policies, including admissions requirements, graduation and degree requirements, and other academic policies listed in the Graduate Catalog.
2. Review and recommend to the full faculty graduate curriculum proposals regarding the addition or deletion of courses, programs and/or degrees.
3. Receive informational updates, and communicate those updates to the full faculty regarding changes to courses, programs, and/or degrees.
4. Update and maintain the Graduate Catalog.
5. Review and recommend academic policies proposed by other faculty committees.
6. Review student grade challenges according to the process listed in the Graduate Catalog.

4.7 Student Affairs Committee

Membership. The voting membership of the Student Affairs Committee (SAC) includes one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, three members from the College of Arts and Sciences, the Vice President of Student Affairs or a designate from the student affairs office, and four students chosen by the Student Government Association. The four students will have one vote amongst them. (If the student representatives cannot reach a decision for any voting item, they will abstain from that particular vote.) Non-voting members include the Chaplain, the Director of Campus Activities, the Coordinator of Study Abroad Programs, the Coordinator of Prestigious Scholarships and Fellowships, and the Faculty Athletic Representative.

The chair of the committee will be elected from among the faculty members and that person will serve as the faculty representative to the Board Committee on Student Affairs.

Election. The College and Schools elect their representatives to the committee by May 15. Each serves a two year term. The elections are staggered; half the seats are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The overall responsibilities of the SAC are to:

1. Promote academic opportunities for students (i.e. academic events, competitions, scholarship programs, off-campus study, and study abroad).
2. Recommend students for prestigious scholarships, fellowships and university wide awards, including the Lincoln Laureate and Who's Who among Students in American Universities and Colleges.
3. Present to the faculty relevant information from the Office of Student Affairs, McKendree University Student Government Association, and /or the student body as a whole regarding extra-curricular areas of student affairs, institutional rules and regulations, policies, and any other related matters of interest.
4. Review and recommend to the Undergraduate Council course proposals for faculty led study abroad and domestic study and travel courses.
5. Receive annual training to fulfill the duties of University student conduct officers, and serve as volunteer student conduct hearing panel members, when needed.

4.8 Academic Integrity Committee

Membership. The membership includes one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences.

Responsibilities. The responsibilities of the Academic Integrity Committee are to:

1. Act as an adjudication or appellate body as per judicial procedures in the undergraduate catalog and graduate catalog.

2. Hear cases of academic dishonesty when a student has had two incident reports filed with the Provost's office; or when requested by a faculty member who has filed the incident report.

4.9 Budget, Salary, and Fringe Benefits Committee

Membership. This committee is composed of one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences.

Election. The College and Schools elect their representatives to the committee by May 15. Each serves a two year term. The elections are staggered; half are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The responsibilities of the Budget, Salary, and Fringe Benefit Committee are to:

- 1) Survey the faculty each September to begin the process of developing and prioritizing budget proposals, particularly regarding salary and benefits.
- 2) Meet regularly during the fall semester to develop budget proposals based on the faculty input and report those proposals to the faculty.
- 3) Meet with members of the administration in November/December to submit the budget proposals recommended by the faculty.
- 4) Meet with members of the administration in February/March regarding the budget and the extent to which it includes proposals recommended by the faculty.
- 5) Act as a liaison between the faculty and the administration regarding pertinent budget matters, particularly in cases of significant impending financial difficulties.

4.10 Honors Council

Membership. The Honors Council is composed of one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences. Other members include the Director of the Honors Program (a full time faculty member appointed by the Provost who chairs the Council) and four students, one elected by each class in the Honors Program. The Coordinator for Prestigious Scholarships and Fellowships is a non-voting member of this committee.

Election: The College and Schools elect their representatives to the committee by May 15. All members serve a two year term. Elections are staggered; half of the members are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The Director of the Honors Program acts as liaison with faculty and administration in implementing policies, curriculum, and budget of the Honors Program; and acts as academic advisor to all honors students; coordinates staffing and scheduling with division chairs and the Provost; monitors the

quality and progress of the program; and proposes improvements to the Council. The responsibilities of the Honors Council are to:

1. Review and recommend curriculum of Honors Program to the Undergraduate Council and full faculty;
2. Review and approve course proposals for courses in the Honors Program;
3. Establish criteria and procedures for selection of students to the Honors Program;
4. Establish performance criteria for students' continued participation in the Honors Program;
5. Review petitions from students requesting exceptions from requirements to enter or remain in the Honors Program;
6. Assist Director of the Honors Program in matters of policy, planning, recruitment and retention.

4.11 Technology Advisory Committee

Membership. The Technology Advisory Committee (TAC) will be a standing committee of the faculty, and will include other members of the administrative staff and student body as appointed by the President. Members include one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences. Additionally, the Provost, the Registrar, the Library Director, the Instructional Media Director, and the Information Technology Director will be members of this committee. The President will appoint the chair of this committee.

Election. The College and Schools elect their representatives to the committee by May 15. All faculty members serve a two year term. Elections are staggered; half of the members are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The responsibilities of TAC are to:

1. Recommend enhancements to the McKendree University Technology Plan, to update the plan annually, and to report to the administration and the faculty.
2. Perform other responsibilities regarding the University Computing Policy as included in the Employee Handbook.

4.12 Institutional Review Board

Membership. The McKendree University IRB shall include one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, three members from the College of Arts and Sciences and one outside member. This outside member will not otherwise be affiliated with the institution and will not be part of the immediate family of a person who is affiliated with the institution. The members will have varying backgrounds to promote complete and adequate review of research activities commonly conducted by the institution. The IRB shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, and cultural backgrounds and sensitivity to such

issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human participants. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice.

Every nondiscriminatory effort will be made to ensure that the McKendree IRB does not consist entirely of men or entirely of women, including the institution's consideration of qualified persons of both sexes, so long as no selection is made to the IRB on the basis of gender. The IRB may not consist entirely of members of one profession. The IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas.

The IRB may not have a member participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.

The IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of issues which require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.

Election: The College and Schools elect their representatives to the IRB by May 15. Each serves a two year term. The elections are staggered; three members are elected each year. The six faculty members will solicit an outside member, bring this name to the Faculty Senate, and the Faculty Senate will forward this name to the entire faculty. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The IRB shall act as a responsible overseer of research involving human participants that is conducted under the auspices of the University. Specifically, the IRB shall have responsibility for:

1. Approving proposals for research involving human participants. The IRB may deem a proposal unacceptable and fail to approve or ask for revisions and more information;
2. Determining which projects require review more often than annually; determining which projects need verification from sources other than the investigator(s); and determining that no material changes in the proposed research have occurred subsequent to an IRB review.

In case changes in a research activity involving humans become necessary, the IRB shall develop policy guidelines for

3. Ensuring prompt reporting to the IRB of proposed changes in approved research; and ensuring that proposed changes in approved research not be initiated without IRB review except when necessary to eliminate apparent immediate hazards to the participant(s).

The IRB shall further be responsible for

4. Ensuring the prompt reporting to the IRB and appropriate institutional officials of: a) any problems involving risk to participants or others not anticipated in the original proposal; b) any noncompliance with IRB guidelines or guidelines specific to the project;
5. Ensuring the timely notification of its findings and actions to the investigator.

The IRB shall review proposals for research involving human participants at regularly convened meetings. The presence of four (4) members shall constitute a quorum. For a proposal to be approved it shall require the approval of a majority of those present and voting. Whenever possible, a meeting of the IRB shall take place in person. Teleconference or on-line meetings may be convened provided members are in timely receipt of all pertinent material prior to the meeting and can actively participate in the discussion of all protocols.

4.13 Student Learning, Assessment, and Teaching Effectiveness Committee

Membership. The members of this committee are one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, three members from the College of Arts and Sciences, and the Provost or Associate Dean. Non-voting members include the Director of Institutional Research, the Director of Retention, the Assessment Coordinator, the University 101 Coordinator, and two students chosen by the Student Government Association.

Election. The College and Schools elect their representatives to the committee by May 15. All elected members serve a two year term. Elections are staggered; half of the members are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The responsibilities of this committee are to:

1. Improve the quality of teaching and student learning, consistent with the University mission.
2. Coordinate the University student learning outcomes assessment program.
3. Maintain the online student learning outcomes assessment system and associated forms and reports.
4. Summarize and disseminate data regarding student learning outcomes assessment to appropriate audiences.
5. Coordinate teaching workshops for full-time and associate faculty.
6. Recommend policies regarding student learning outcomes assessment and effective teaching.

4.13.1 Student Learning, Assessment, and Teaching Effectiveness Subcommittees

Membership: Six to eight faculty and staff members selected by the SLATE committee and one student assigned by the Student Government Association.

Election: Faculty and staff may volunteer to be considered for membership on future SLATE subcommittees. The SLATE committee considers nominations and selects members based on the designated student learning outcome. All members serve a two-year term.

Responsibilities: The responsibilities of the subcommittees are as follows:

1. In the first year – the planning, development, and/or revision year – confirm or revise the designated student learning outcome, confirm or revise measures to assess the outcome, and recommend any changes to the SLATE committee and any catalog-related changes to the Undergraduate or Graduate Council.

2. In the second year – the implementation year – educate the campus community about the student learning outcome.
3. Report on progress at the Closing the Loop workshop each year and submit a final report to the SLATE committee at the end of the second year.

4.14 Grievance Committee

The grievance process is an attempt to resolve disputes that arise in an academic community. While the grievance process is not binding on the parties, it provides an additional faculty recommendation to the university in a variety of situations.

Faculty members may file a grievance in the following circumstances:

- 1) The termination of an appointment of a full-time faculty member due to financial exigency, discontinuance of program, medical reasons, or dismissal for cause (see Section 2.7.3).
- 2) The non-renewal of a non-tenured faculty member (Section 2.7.6).
- 3) To allege that the university did not follow the process stated in the faculty manual regarding decisions of tenure, promotion, or contract renewal.
- 4) To allege that the university did not appropriately apply the criteria stated in the faculty manual regarding tenure, promotion, or contract renewal.
- 5) To allege other violations of the faculty manual or the faculty contract.

In circumstance (1) above, the burden of proof rests with the administration. In circumstances (2)-(5) above, the burden of proof rests with the faculty member filing the grievance.

Membership. The Grievance Committee consists of five tenured faculty members. This is an ad hoc rather than a standing committee. A new committee is chosen for each filed grievance, and the committee adjudicates only that one grievance.

Selection. The pool of eligible tenured faculty members for a particular grievance committee depends on the circumstances of the case. The Chair of the Faculty Senate compiles the list of eligible faculty members for each grievance committee. The Chair can remove tenured faculty members from the pool if: 1) they are a party to the grievance; 2) they are on sabbatical or otherwise on leave; or 3) they are already serving on a grievance committee.

The faculty member filing the grievance, and the person(s) at whom the grievance is filed, may request that up to three (3) additional members of the eligible pool not serve on the committee. These challenges are limited to faculty members that played a significant role in the circumstances leading to the grievance and/or have any other significant conflict of interest. The chair of the Faculty Senate or his/her designee randomly selects five members of the remaining pool to serve on the Grievance Committee.

Responsibilities: The responsibility of the Faculty Grievance Committee is to evaluate grievances filed by faculty members according to the guidelines in this section of the faculty manual.

The faculty grievance process is strictly confidential. Both parties shall have access to all documents submitted to the Grievance Committee.

1. A faculty member (hereafter called the ‘petitioner’) must file any grievance no later than thirty (30) days after the decision and/or incident that is the basis of the grievance. (If the grievance is over termination for cause, then the petitioner must file a grievance within five working days after the official notice of termination. See Section 2.7.4)
2. The petitioner files a grievance by submitting a written document to the Chair of the Faculty Senate. This document includes all the specific allegations constituting the basis of the grievance, and at whom the grievance is directed. This document should include specific references to the faculty manual and other supporting materials that the petitioner wants the grievance committee to consider. Once a grievance is filed, the petitioner may not submit additional materials unless they are requested by the Grievance Committee.
3. The Chair of the Faculty Senate forwards the grievance document to the person(s) against whom the grievance is filed (hereafter called the ‘respondent’) within three business days. If the Chair of the Faculty Senate is a party to the grievance, then the Faculty Senate elects another faculty member to forward the grievance document and convene the grievance committee.
4. The Chair of the Faculty Senate (or an alternate convener) calls a meeting with the parties within five business days. At this meeting the Chair or designee: 1) generates the pool of eligible members, 2) gives each party the opportunity to remove up to three additional faculty members; and 3) randomly selects the committee. After this meeting the Chair notifies the selected faculty of their membership on a Grievance Committee and sends the grievance file to those members.
5. The respondent may send a written document to the Grievance Committee within five business days arguing that the committee should dismiss the grievance.
6. The Grievance Committee meets and elects a presiding officer from its membership. At this initial meeting the Grievance Committee may decide to dismiss the grievance if: 1) it does not fall under any of the five categories listed above at the beginning of this section; or 2) the grievance materials do not provide enough reasonable support for the allegations. The Grievance Committee then notifies the parties regarding its decision whether to proceed with the grievance.
7. If the Grievance Committee votes to proceed, then it requests a written document from the respondent within thirty (30) days that responds to each allegation in the grievance. If CRPT is a party to the grievance, the document should convey the justification for the group’s decision. This document will not constitute a violation of the confidentiality of CRPT discussions.
8. The grievance committee will forward the response to the petitioner.
9. The Grievance Committee meets to evaluate the written arguments from both parties. If the committee determines that it needs more information, it may request additional information within a designated amount of time from either party.
10. The committee then writes a recommendation that evaluates each point raised in the petitioner's grievance and clearly finds in favor of the petitioner or respondent on each point.
 - a. In cases regarding dismissal for cause, the Grievance Committee may conclude that while the administration has established adequate cause, an academic penalty less than dismissal is more appropriate.
 - b. In cases regarding dismissal due to financial exigency or the discontinuance of a program, the Grievance Committee may rely heavily on the findings of a faculty committee regarding the criteria for identifying terminations (see Section 2.7.3).
11. The committee will send its recommendation, including the vote tally on each specific point raised in the grievance, to the petitioner, the respondent, and the President of the University

within thirty (30) days of receiving the document from the respondent in step (7) above. If the President of the University is a party against whom the grievance is brought, the committee will send its recommendation to the Chair of the Board of Trustees within thirty (30) days of receiving the document from the respondent in step (7) above.

If the Grievance Committee finds in favor of the petitioner, then the respondent is obliged to re-examine its decision that initiated the grievance and attempt to rectify errors identified by the Grievance Committee. The respondent must do one of the following within ten (10) business days of receiving the Grievance Committee recommendation.

If the respondent decides to comply with the Grievance Committee recommendation, then it provides a written statement detailing its actions and sends a copy of that statement to the Grievance Committee, the petitioner, and the President of the University.

If the respondent decides not to comply with the Grievance Committee recommendation, then it may appeal to the President of the University. This appeal will provide a written statement detailing its reasons for not complying with the Grievance Committee recommendation. The respondent also sends that statement to the petitioner and the Grievance Committee. If the President of the University is a party to the grievance, then the respondent may appeal the recommendation to the Chair of the Board of Trustees.

If the Grievance Committee finds in favor of the respondent, then the petitioner may appeal to the President of the University within ten business days after receiving the Grievance Committee recommendation. If the President of the University is a party to the grievance, then the petitioner may appeal the decision to the Board of Trustees within ten business days after receiving the Grievance Committee recommendation.

Either the President or the Board of Trustees will provide a written statement in response to an appeal that includes the final institutional decision on each specific point raised in the grievance, and the reasons for that decision, to the petitioner, the defending party, and the Grievance Committee. A written statement from the president will be provided within ten (10) business days after receiving the appeal. A written statement from the Board of Trustees will be provided within ten (10) business days after the next regularly scheduled Board of Trustees meeting.

4.15 Environmental Awareness and Sustainability Committee

Membership. The Environmental Awareness Committee is a standing committee of the faculty and includes other members of the administrative staff and student body as appointed by the President. Members include one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences. Additionally, the Vice President for Administration and Finance and/or designee(s), Director of Residence Life, and three student representatives serve on this committee. One student representative will be appointed by the Student Government Association, one appointed by the Green Team registered student organization and the other appointed by the Environmental Studies faculty. The President appoints the chair of this committee.

Election. The College and Schools elect their representatives to the committee by May 15. All faculty members serve a two year term. Elections are staggered; half of the members are elected each year. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The responsibilities of the Environmental Awareness and Sustainability Committee are to:

1. Develop a campus plan that outlines goals and expectations regarding environmental sustainability. The committee will annually review, update and report to the President on the progress in meeting the goals and expectations of the plan.
2. Assist in oversight and recommend enhancements of the institutional recycling program.
3. Recommend enhancements for energy conservation as well as conservation of other materials that are part of the University's ongoing operation and expansion.
4. Promote and engage other environmentally sound initiatives that are congruent with McKendree's mission.
5. Receive, evaluate, and recommend funding of proposals for environmental initiatives.

4.16 Publications and Broadcasting Advisory Committee

Membership. The voting membership of the Publications and Broadcasting Advisory Committee includes one member from the School of Business, one member from the School of Education, one member from the School of Nursing and Health Professions, and three members from the College of Arts and Sciences. The three CAS members will be the faculty advisors to the Montage, McK Radio, and the McKendree Review. The Vice President of Student Affairs (or a designee from the student affairs office) will serve as a voting member on matters related to organizations funded by that office and will serve as a non-voting member in other discussions. A student with a strong background in writing chosen by the Student Government Association will serve as a non-voting member. The chair of the committee will be elected from among the faculty members.

Election. The College and Schools elect their representatives to the committee by May 15 and SGA will nominate a student member. Each faculty member serves a two year term. The elections are staggered; half the seats are elected each year, except in the case of the two standing CAS members. If any faculty member is unable to complete the two year term, then a new member will be chosen for the balance of the term via the standard election process.

Responsibilities. The responsibilities of the committee are to:

1. Review and, when necessary, create language governing the editorial and advising policies of the student newspaper literary magazine, student scholarly journals, and the McKendree recording studio.
2. Recommend best practices for the creation and management of new and currently existing student and faculty serial publications.
3. Oversee the student newspaper, literary magazine, and student scholarly journals including the selection and review of editors, the enforcement of editorial policies, and the arbitration of any problems arising from the content, advising, administration, or format of student publications and

recording studio.

4. Promote and engage sound initiatives to strengthen publication activities on campus.

Section 4.17 Institutional Animal Care and Use Committee (IACUC)

Membership. This committee shall include five members with the following characteristics established by the federal Office of Laboratory Animal Welfare (OLAW):

1. Two faculty members who are practicing scientists experienced in research with animals.
2. One faculty member from a discipline outside the natural sciences.
3. One veterinarian with both experience in laboratory animal science and direct responsibility for activities involving animals at McKendree.
4. One member of the community not otherwise affiliated with McKendree.

Election. Members of this committee serve two year terms, and they may serve successive terms. The CAS elects the two faculty members in category (1) above by May 15. These two members serve staggered terms. The Schools and College rotate electing the faculty member in category (2) above by May 15 (first the School of Business, then the School of Education, then the School of Nursing and Health Professions, and then the CAS). The three elected faculty members will solicit the committee members in categories (3) and (4) above, who shall also serve staggered terms.

Responsibilities. The IACUC oversees research involving animal subjects conducted under the auspices of the University. The responsibilities of the committee are to:

1. Approve proposals for research involving vertebrate animals at regularly convened meetings.
 - a. The presence of three (3) members shall constitute a quorum. The approval of a proposal requires a majority of those present and voting.
 - b. No member may vote during the initial or continuing review of a project in which he/she has a conflicting interest (e.g., the member is the principal investigator).
 - c. The IACUC may invite individuals with competence in special areas to assist in the review of issues that require expertise beyond or in addition to that available on the IACUC. These individuals may not vote with the IACUC.
 - d. The IACUC may deem a proposal unacceptable and fail to approve or ask for revisions and more information.
2. Determine a) which projects require review more often than annually; b) which projects need verification from sources other than the investigator(s); and c) whether material changes in the proposed research have occurred subsequent to an IACUC review.
3. Develop guidelines to ensure prompt reporting to the IACUC of proposed changes in approved research. These policies should ensure that proposed changes in approved research not be initiated without IACUC review except when necessary to eliminate immediate hazards to the participant(s).
4. Ensure the timely notification of its findings and actions to the investigator.
5. Conduct annual inspections of all facilities in which animal research takes place.

6. Report to the appropriate institutional officials of any noncompliance with IACUC guidelines or guidelines specific to the project.

4.18 Representation of the Faculty to the Board of Trustees

Representation of the faculty to the Board of Trustees is accomplished by means of a group of full-time faculty members nominated by the Faculty Senate and/or the faculty and elected by the faculty for two year terms, one of whom serves as a non-voting representative to the Board as a whole and others of whom serve as non-voting representatives to the Board Committees on Resource Development and Church Relations. The Chair of the Faculty Senate is the representative to the Board Committee on Academic Affairs. The Chair of the Student Affairs Committee is the representative to the Board Committee on Student Affairs.

The Faculty Representatives to the Board Committees attend the committee meetings, report the faculty viewpoint, and report to the faculty on deliberations of these committees.

The Faculty Representative to the Board of Trustees reports to the full Board on items of concern to the faculty as directed by the faculty and reports to the faculty on deliberations of the full Board.