

MONMOUTH COLLEGE
MONMOUTH, ILLINOIS

Manual of Personnel
Policies and Procedures
for Faculty

The policies and procedures contained in this Manual have been approved by the Board of Trustees on May 16, 2015 and constitute an essential part of the contractual conditions of faculty appointment. Previous customary practices not specifically affirmed in this Manual are not legally binding.

From time to time the Board of Trustees may change or revise the statements of policies and procedures contained in the Manual. Recommendations for changes can be made by the Faculty or Administration. Changes will be made only after consideration by the Faculty and the Administration.

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PART I. FACULTY PERSONNEL POLICIES

1.1 Definition of the College Faculty

The Faculty of Monmouth College is composed of the President of the College, the Vice President for Academic Affairs/Dean of the Faculty, and those who hold appointment by the Board of Trustees as Professors, Associate Professors, Assistant Professors, or Instructors, or who are designated by the Board of Trustees as members of the Faculty. (Article V, Section 1, Monmouth College By-Laws, See Appendix A.)

1.2. Definition of Academic Ranks

1.2.1. Professor

Persons appointed to the rank of professor have ordinarily earned the highest degree in their special field of learning or have an equivalent accomplishment, such as the publication of recognized scholarly work. They are distinguished teachers and scholars. They are respected by colleagues and students and they are effective contributors to the life of the College. Their work over many years has made them influential beyond their department and they are respected beyond the College.

1.2.2. Associate Professor

Persons appointed to the rank of associate professor have ordinarily earned the highest degree in their special field of learning or have an equivalent accomplishment, such as the publication of recognized scholarly work. They have demonstrated promise of becoming distinguished teachers and scholars. They are respected by colleagues and students and they are effective contributors to the life of the College.

1.2.3. Assistant Professor

Persons appointed to the rank of assistant professor have ordinarily earned the highest degree in their special field of learning or have an equivalent accomplishment, such as the publication of recognized scholarly work. They show promise of becoming distinguished teachers and scholars. They have recognized the need to be respected by colleagues and students and to be effective contributors to the life of the College.

1.2.4. Instructor

Persons appointed to the rank of instructor have ordinarily earned a master's degree and are candidates for the highest degree in their special field of learning.

1.2.5. Professor Emeritus/Emerita

Upon recommendation of the President of the College and the Faculty, the Board of Trustees may confer the rank of professor emeritus or professor emerita upon a faculty member who has reached retirement and has served the College loyally for at least ten years. Professors Emeriti will be given the privilege of faculty use of the library, and faculty rates for all charged admission events.

1.2.6. Unincorporated Faculty Members

Unincorporated faculty members and those who hold special appointments are not eligible for tenure. Unless otherwise specified in the individual contract, unincorporated faculty members are not eligible for faculty fringe benefits nor sabbaticals. (5/7/85)

1.2.6.1. Lecturer

A person may be appointed to the faculty as a lecturer without rank. Normally such a person teaches or coaches on a less than full-time basis. Ordinarily a lecturer must have earned a baccalaureate or higher degree.

1.2.6.2. Adjunct Professor

Persons appointed to teach in off-campus programs may be designated adjunct professors.

1.2.6.3. Affiliate Professor

Persons appointed to teach Monmouth College students in approved affiliate programs may be designated affiliate professors. Affiliate professors are considered the employees of the institution which they serve and are not paid by Monmouth College.

1.2.6.4. Visiting Professor

The title of visiting professor can be granted to faculty members from other accredited colleges who teach at Monmouth College by special arrangements for a limited period of time not to exceed one full year.

1.2.7. Coaches of Athletics

Certain persons whose full-time appointment of the faculty normally requires more than half-time in coaching and related athletic responsibilities in the Kinesiology Department, but who also teach academic courses, may be designated as coaches of athletics. Such persons have faculty rank and are eligible for promotion and faculty fringe benefits, but are not eligible for tenure.

1.2.8. Administrative Officers and Faculty Rank

1.2.8.1. The President and the Vice President for Academic Affairs/Dean of the Faculty are members of the faculty by virtue of the appointment to their offices. Other administrative officers who teach on a regular or occasional basis may be appointed to a faculty rank consistent with their training and experience following the usual procedures for faculty appointment.

1.2.8.2. Administrative officers of the College with faculty rank are eligible for promotion and faculty benefits on the same basis as other ranked faculty members. They are not, however, eligible for tenure.

1.2.9. Part-time Faculty Members

1.2.9.1. Qualifications for part-time faculty members are the same as those for full-time faculty members. Ordinarily part-time faculty members hold the rank of lecturer. Their responsibilities are set forth in the statement on "Expectations of Part-time Faculty Members" in sections 2.1.9.

Part-time faculty members are not eligible for tenure or fringe benefits, unless specifically stated in their contracts.

1.2.9.2. Faculty Associates

Persons appointed to the rank of faculty associates have ordinarily earned a master's degree in their special field of learning, and have taught the equivalent of at least four courses per year, on average, for at least three years at Monmouth College.

1.3. Policies on Recruitment and Appointment

1.3.1. Determination of a Faculty Opening

The Chair of the department makes a request to the Vice President for Academic Affairs/Dean of the Faculty when a new position or a replacement is desired. The proposal will be based on a written analysis of the department's program.

The Vice President for Academic Affairs/Dean of the Faculty presents the Department's analysis to the Faculty and Institutional Development Committee for its consideration in the light of College staffing, use of resources, and goals of the institution. The Faculty and Institutional Development Committee makes a written recommendation with supporting reasons to the President.

The President, in consultation with the Dean of the Faculty and the Chair of the Department affected, and following a review of the recommendation of the Faculty and Institutional Development Committee, determines whether a position is open for a faculty appointment.

1.3.2. Recruitment

Further information concerning recruitment of new faculty is in "Search Procedures and Recommendations for a Successful Search," Addendum A.

Before the search begins, the academic department responsible for the search must receive approval of a position and position description from the FIDC, the Vice President for Academic Affairs/Dean of the Faculty, and the President.

A search committee is formed and charged with conducting the search. The composition of the search committee is as follows:

- a. The chair of the department authorized to hire normally is the chair of the search committee.
- b. Other members of the department as appropriate.
- c. One to two faculty members from outside the department whose presence invites consideration of general education and omnibus academic community issues. These members will be chosen by the Faculty Senate in consultation with the Vice President for Academic Affairs/Dean of the Faculty and the hiring department.

The Search Committee, in consultation with the President and the Vice President for Academic Affairs/Dean of the Faculty, prepares advertisement copy based upon the position description. The advertisement specifies that application materials be sent to the College Director of Personnel.

The Search Committee submits the advertisement to appropriate journals, including at least one national publication, campus and local audiences and develops initial screening criteria based upon the position description.

Upon receipt of application materials, the Director of Personnel copies them and disseminates copies to the Vice President for Academic Affairs/Dean of the Faculty and the Search Committee. The Director of Personnel also acknowledges receipt of the application with a form letter sent to the applicant.

Once an adequate search pool has formed, the Search Committee commences screening which leads to a list of preferably 10-12 preferred candidates. At this point, the Search Committee, in conjunction with the Vice President for Academic Affairs/Dean of the Faculty, must analyze the short list of 10-12 candidates to see if there is the possibility of/opportunity for a diversity hire. If the pool is not deemed diverse, the above parties should discuss whether to attempt to increase diversity through additional review of candidates, extending the search, etc., or to proceed.

Copies of Monmouth College materials are sent to the preferred candidates by the Secretary to the Vice President for Academic Affairs/Dean of the Faculty or a designated secretary at the request of the Chair of the Search Committee and under a cover letter co-authored by the Vice President for Academic Affairs/Dean of the Faculty and the Search Chair.

For the purpose of reducing the number of candidates, the Search Committee will make contact with the 10-12 preferred candidates through one or more of the following means: a) individual phone interviews, b) conference phone interviews, c) individual face-to-face interviews, or d) group face-to-face interviews. For a given search, all possible effort should be made to employ the same contact procedure and the same interview script for each candidate.

After further review the Search Committee selects up to three persons to recommend for on-campus interview/visits. Their dossiers are forwarded to the Vice President for Academic Affairs/Dean of the Faculty and the President for review. At this point, all parties involved in the search consider whether the current choice reflects an unbiased evaluation of the pool and whether any further steps should be taken before proceeding.

The Search Committee Chair now calls the selected candidates and invites them for a visit, informing the candidate to expect to spend at least [?] one full working day on the campus. For candidates who accept the invitation to visit, the Search Committee Chair will describe the nature and duration of the visit, providing clear and detailed instruction about whatever presentations, teaching demonstrations, and interviews candidates are likely to face. All visits shall conform to the same design and resemble closely visits conducted for other academic positions.

The Secretary to the Vice President for Academic Affairs/Dean of the Faculty or other designated secretary constructs the interview schedule, helps coordinate with the Search Committee Chair presentations, teaching demonstrations and publicity therefore, and arranges for accommodations, meals, receptions, etc.

Campus interviewers are instructed about question strategies and requested to return their evaluation to the Secretary to the Vice President for Academic Affairs/Dean of the Faculty or another designated secretary who gives them to the Search Committee.

The Search Committee, after taking into consideration the perspectives of various campus groups that were part of the interviewing process, meets to rank candidates. The Search Committee Chair reviews this ranking with the Vice President for Academic Affairs/Dean of the Faculty and the President. If there is agreement on the ranking of the candidates, the President authorizes the Vice President for Academic Affairs/Dean of the Faculty to make an offer. If there is disagreement on the ranking of the candidates, the Search Committee Chair, the Vice President for Academic Affairs/Dean of the Faculty and the President meet to discuss how to proceed.

If the offer is accepted the Vice President for Academic Affairs/Dean of the Faculty will inform the Search Committee and have the Personnel Office prepare a contract. If the offer is not accepted, the President and the Vice President for Academic Affairs/Dean of the Faculty confer with the Search Committee about the next steps to be taken.

The Secretary to the Vice President for Academic Affairs/Dean of the Faculty will prepare letters to those candidates who did not receive interviews. The Search Committee Chair will place courtesy calls to those candidates who did interview and were unsuccessful, informing them that the position has been filled and the search concluded. This call will be followed by a letter from the Chair conveying the same message. All papers, working notes pertaining to the search will be delivered to the Director of Personnel.

1.3.3. Appointment

Appointments to the faculty must be approved by the Board of Trustees.

An appointment to the faculty becomes effective when the contract letter is signed by the Vice President for Academic Affairs/Dean of the Faculty and the appointee and a copy of the signed contract is in the possession of each.

Normally on or before March 31 (5/3/88) the President sends, in duplicate, an annual contract to each appointee whose employment is to be continued for the next academic year.

The appointee indicates acceptance of such a contract by returning one signed copy to the President within thirty (30) days of its being received. Any contract which is not accepted by the appointee within that time period is null and void; the appointment to the faculty upon which the contract is predicated shall be deemed to have been voluntarily terminated by the appointee effective upon the expiration of the appointee's current contract. By mutual agreement in writing between the President and the appointee, the time for acceptance of the contract may be extended.

An annual contract executed and delivered as herein provided is legally and morally binding upon the College and the appointee and constitutes the full and complete agreement between the parties.

Unless an appointment is specifically stated to be a tenured appointment initially or tenure has been granted by a later Board of Trustees action, such appointment is understood to be a probationary appointment subject to annual evaluation and renewal.

1.3.4. Appointment of Unincorporated Faculty

Unincorporated faculty may be appointed by the President without the usual recruiting procedures, in consultation with the Vice President for Academic Affairs/Dean of the Faculty and the Chair of the department. The Faculty Senate or other faculty members if the Faculty Senate members are unavailable - is included in any process of interviewing candidates for unincorporated faculty positions.

1.4 Policies on Promotion

1.4.1. General Policy

Consideration for promotion begins ordinarily with the evaluation of the Chair of the department, or of the Vice President for Academic Affairs/Dean of the Faculty when the department Chair is being considered, and with the Personnel Committee. Promotion is not automatic but is based on an evaluation of the contributions of the member in accord with the criteria set forth below and without regard to race, religion, color, sex/gender identity, national origin, ethnicity, disability, age, military service, marital status, sexual orientation, or the proportion of faculty above the rank of assistant professor in the individual's department or in the College faculty as a whole.

Normally faculty must complete five years in rank to be eligible for promotion. (5/2/89, see also 2/7/95) An exception to this norm is the promotion of a faculty member from the rank of instructor to assistant professor in the academic year following completion of a terminal degree. Also, an eligible person may be promoted to the rank of faculty associate after three years at the College. Levels of performance are expected to be higher for the upper ranks than for the beginning ranks.

1.4.2. Criteria for Evaluation

The criteria on which faculty evaluations are made are as follows:

1.4.2.1. Teaching

Teaching excellence is the sine qua non for tenure and promotion. It includes but is not limited to such elements as: scholarly competence, awareness of current developments in the discipline and inclusion of such insights in courses taught, development of new courses or modification of current courses taught in one's discipline, thoroughness of preparation for teaching, academic advising, general care and concern for students and their learning, and the ability to gain the interest and respect of students and to help them become effective learners.

1.4.2.2. Professional Development and Scholarly Activities

These include but are not limited to formal study (graduate school, workshops, institutes) and/or individual study, development of a course or courses beyond one's current breadth of expertise, continuing research, publication or presentation of scholarly and educational materials to professional audiences, art exhibited or performed, participation in professional organizations (presentation of papers, organizing symposia/workshops, chiring sessions, holding office), serving as a professional consultant to organizations beyond the College and other activities intended to improve professional competence in one's field and in teaching.

1.4.2.3. Service

This includes but is not limited to working with students and other College constituents, participating in the faculty governance system, administering the curriculum (e.g. program

coordinator, chair), presentations (convocations, gallery talks, workshops/colloquia) to student and/or faculty groups, contributing to campus and alumni publications, presentations in one's field to community and other nonprofessional groups as well as professional service through other community outreach activities, serving as advisor to ACM programs and generally participating in campus life outside the classroom and fulfilling the normal responsibilities of a faculty member.

Notes: a) Although an activity can theoretically fall into more than one category, it can only be counted in one category in making evaluations. b) Although civic activity unrelated to professional service is to be commended, it is not considered in the evaluation process.

1.5. Policies on Tenure

1.5.1. Definition of Tenure

Tenure is a faculty appointment without limit to a specific position in a discipline, made by the Board of Trustees upon recommendation of the President, subject to the rules and regulations adopted from time to time by the Board of Trustees, and to the policies set forth in this Manual. (See 1.7.3.)

1.5.2. Meaning of Tenure

Tenure assures faculty members of an offer of an annual contract to continue teaching in their discipline until they retire.

Exceptions to this understanding of tenure, when tenure would no longer be in effect for the faculty member, would be a situation of financial exigency for the College, the resignation of the faculty member, dismissal for cause, or the discontinuance or reduction of the discipline or program in which the faculty member was employed.

1.5.3. Criteria for Tenure

For tenure to be granted, the faculty member must normally have completed a probationary period of six consecutive years of full-time teaching at the college level and be at the rank of Assistant Professor or higher. (5/7/85)

A tenure decision shall include a rating of superior or potentially superior performance in the general criteria for faculty evaluation in section 1.4.2. (5/2/89, see also 2/7/95) These criteria shall be applied without regard to race, religion, color, sex/gender identity, national origin, ethnicity, disability, age, military service, marital status, sexual orientation or to the proportion of tenured members in the individual's department or in the College faculty as a whole. In addition, a principal consideration for granting tenure will be the College's present and projected need in the candidate's teaching field.

1.6. Procedures for Continuation, Promotion in Rank, and Granting of Tenure

The Personnel Committee will send to each candidate a list of materials required for evaluation and relevant dates. Additional statements or materials may be requested by the Vice President for Academic Affairs/Dean of the Faculty or the Personnel Committee. After consideration of a candidate's credentials the Personnel Committee submits recommendation in writing with supporting rationale to the Vice President for Academic Affairs/Dean of Faculty Manual

the Faculty. The Vice President for Academic Affairs/Dean of the Faculty includes the full text of the Personnel Committee's recommendation along with the Vice President for Academic Affairs/Dean of the Faculty's recommendation to the President.

By the deadline set forth in the Personnel Committee procedures, the Personnel Committee will make its recommendation to the Dean of the Faculty, with copies sent to the candidate and the candidate's department chair. The Dean of the Faculty will make a recommendation to the President regarding continuation, tenure, and promotion, with copies sent to the candidate and his or her department chair. The President will then notify the committee of the recommendation he or she intends to make to the Board of Trustees, with copies sent to the candidate and his or her department chair. The Board of Trustees makes the final decisions on continuation, tenure and promotion. The Secretary of the Board will notify each candidate of the Board's decision and copy the relevant department chair.

On occasions when the President makes a decision that is contrary to the recommendation of the Personnel Committee, the following procedures shall be followed. The President shall apprise the Personnel Committee of his/her decision, together with his/her rationale for making it. The President shall agree to consult with the Personnel Committee concerning his/her decision if the Personnel Committee requests such consultation. When the final decision of the President is reached concerning a recommendation to the Board of Trustees, this will be shared with the Personnel Committee. Within three days of the President's final decision, the Chair of the Personnel Committee will inform the faculty member of the Committee's recommendation and the President's decision. All proceedings concerning promotion and tenure consideration must be completed at least three weeks before any meeting of the Board of Trustees at which the President's recommendation is presented.

1.6.1. Continuation of Non-Tenured Faculty Members

All limited or non-tenured faculty appointments are for a specified term and will be reviewed regularly by the Personnel Committee and the Vice President for Academic Affairs/Dean of the Faculty. Contracts for non-tenured faculty may be discontinued at the expiration of the contract without requiring that a substantiating reason be given the member. Each fall the Personnel Committee will send non-tenured faculty a list of materials required for evaluation and relevant dates.

Notice of nonreappointment will be made by the following dates:

First Year: Not later than March 1

Second Year: Not later than December 15 of the second year

Other Non-Tenured Faculty: At least twelve months before the expiration of the appointment

Non-tenured faculty members who have not completed a terminal degree will submit to the Vice President for Academic Affairs/Dean of the Faculty a plan to do so acceptable to the College before the end of their second year of full-time service unless their initial contracts state otherwise.

Evaluation of faculty members in their third year of full-time appointment will involve a more intensive review following the pattern set for tenure evaluation.

1.6.2. Promotion in Rank

A tenure track faculty member who has served in rank at Monmouth College for five consecutive years, or a combination of five years of constructive credit and service in rank at Monmouth College is eligible for consideration for promotion in the sixth year, and will be so notified by the Personnel Committee in

conjunction with the Vice President for Academic Affairs/Dean of the Faculty. Promotion, if granted, takes effect the following year. (Personnel Committee action 2/11/97)

Each fall the Personnel Committee will send to those eligible for consideration for promotion who want to be considered a list of materials required for evaluation and relevant dates. In addition, the Personnel Committee may seek any additional evaluation processes or materials it deems to be of aid in consideration. After consideration of a candidate's credentials with respect to the criteria in 1.4.2. and the definition of ranks in 1.2, the Personnel Committee submits its recommendation in writing with supporting rationale to the Vice President for Academic Affairs/Dean of the Faculty. The Vice President for Academic Affairs/Dean of the Faculty includes the full text of the Personnel Committee's recommendation along with the Vice President for Academic Affairs/Dean of the Faculty's recommendation to the President.

1.6.3. Tenure Consideration

A faculty member who is serving full-time at Monmouth College in his/her sixth consecutive year, or in a combination of six years of constructive (5/7/85) credit and service (5/2/89) at Monmouth College, is eligible for consideration for tenure in the sixth year. If granted, tenure will become effective on the first day of the fall semester following decision to grant tenure. (4/2/96)

1.7. Policies and Procedures Relating to Corrective Actions Short of Termination

1.7.1. Progressive Discipline

When periodic or special evaluation, or other evaluative process, leads to questions or concerns of misconduct, the faculty member involved will be contacted in writing by the Vice President for Academic Affairs/Dean of the Faculty or President, or their delegate, describing the alleged problem; describing the nature of corrective action which, in the opinion of the Vice President for Academic Affairs/Dean of the Faculty or President, or their delegate, will alleviate the problem; and stipulating a period of time, reasonable for the circumstances involved, within which the problem must be corrected. If the problem seems serious enough to warrant consideration of termination, the Vice President for Academic Affairs/Dean of the Faculty or President, or their delegate, will warn the faculty member in writing that the faculty member's appointment status is in jeopardy, and will stipulate a time at which the record will be re-examined to determine whether the problem has been corrected. At the request of the faculty member the Vice President for Academic Affairs/Dean of the Faculty or President, or their delegate, will inform the Chair of the Faculty Grievance Committee of the problem. If the faculty member fails to correct the problem, termination may be sought or a lesser action applied (see section 1.8.4.6. for description of misconduct). This section does not prohibit the President from immediately suspending or moving to terminate a faculty member should circumstances warrant such action.

1.7.2. Suspension

The President may suspend a faculty member from duty when, in his or her judgment the continued performance of duty by the member will result in immediate harm to the member or to the College. The President may consult with the Faculty Personnel Committee to receive non-binding advice. The compensation of a suspended faculty member (salary and fringe benefits) shall continue during the period of his or her suspension.

1.7.3. Right to Appeal

In each instance of progressive discipline or suspension, the disciplined or suspended faculty member shall have the right to appeal the decision in accordance with the grievance procedures adopted by the Board of Trustees in section 1.8.8. below.

1.8. Policies and Procedures Relating to Termination

1.8.1. Academic Freedom

(a) All faculty members are entitled to full freedom in research and in publication of the results, subject to the adequate performance of the member's other academic duties; but research, writing, and lecturing for pecuniary gain when the College is in session should be based upon an understanding with the administration of the College.

(b) All faculty members are entitled to freedom in the classroom in discussing their discipline, but should be careful not to introduce into their teaching controversial matter which has no relation to the discipline.

(c) Each member is a citizen, a member of a learned profession, and an employee of the College. When a Member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but the member's special position in the community imposes special obligations. As a person of learning and a faculty member, he or she should remember that the public may judge the profession and the College by the member's utterances. Hence the member 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 the member is not speaking for the College.

1.8.1.1. Right of Review

Any Member who believes that considerations which violate the Member's academic freedom or legal rights have significantly contributed to a decision not to reappoint the Member or to a decision to terminate the Member's appointment shall be entitled to have such decision reviewed in accordance with the grievance procedure adopted by the Board of Trustees in section 1.8.8. below.

1.8.2. Non-Renewal of Appointment

Non-tenured faculty members are appointed to a specific discipline, or in the case of part-time faculty to a specific teaching responsibility, for a specified period. If the Board of Trustees decides not to renew the appointment, the President notifies the appointee in writing, unless the contract stated specifically the time limit of the employment for part-time members, or specified the contract to be a terminal contract for

a full-time member.

Part-time members or members with an initial one-year limited appointment are notified of discontinuance by March 1. Non-tenured members in the second year of appointment are notified of discontinuance by December 15.

Non-tenured members in the third year or more of appointment are notified of discontinuance at least twelve months prior to the expiration date of their contract.

Throughout this section, a full-time member's contract shall be construed to end on August 31, the date of the final salary payment by the College.

1.8.3. Resignation

The Board of Trustees will accept a member's resignation at the end of the member's contract, if the resignation is given to the President prior to April 15 or within 30 days of receiving notification of the terms of the member's continued employment for the following year, whichever date occurs later. The President may accept a resignation submitted after this date upon consultation with the Vice President for Academic Affairs/Dean of the Faculty and the member's department Chair.

1.8.4. Termination of Tenured Faculty Appointments for Cause

The Board of Trustees, acting through the President, may terminate any faculty appointment in a discipline or disciplines prior to its expiration for the following reasons:

1.8.4.1. Prolonged Mental or Physical Illness

When such illness incapacitates the faculty member or radically reduces the member's competence to fulfill the normal teaching responsibilities for a period beyond two years, the Board of Trustees may terminate the faculty member's appointment. Such termination shall be based on clear and convincing medical evidence that the appointee is unable to perform the normal duties of the faculty appointment. Such termination shall be made only after appropriate consultation with the faculty member, or someone representing the faculty member, and an opportunity has been afforded the faculty member or his/her representative to respond to the evidence.

1.8.4.2. Professional Unfitness

Such termination shall be related directly and substantially to the appointee's professional performance as teacher and scholar.

1.8.4.3. Moral Turpitude

Such termination shall be based upon conviction of the appointee by a court of competent jurisdiction of a crime involving moral turpitude.

1.8.4.4. College Harassment Policy

All members of the campus community are subject to the College harassment policy that is found

in the Scots' Guide.

1.8.4.5. Consensual Relationships

Romantic or sexual relationships between two parties in which one of those parties has a position of professional authority over the other, or a position of professional responsibility for the other, are inherently unprofessional. Therefore persons in such a situation must either remove themselves from their professional relationship or terminate the personal relationship in question.

If a complaint of harassment is filed against any member of the College staff or faculty, a defense asserting consent will be examined in light of the above statement. If the relationship has occurred in violation of that statement, such a defense will not be allowed.

If a complaint of sexual harassment against any member of the staff or faculty is found to be justified, the staff or faculty member will be held responsible and will face appropriate disciplinary action, including possible dismissal. (Approved by faculty November 1, 1994.)

1.8.4.6. Misconduct

Such termination shall be related to the appointee's grave misconduct with respect to generally accepted standards of conduct for members of the faculty or persistent violation of College rules or applicable laws.

1.8.4.7. Right to Appeal

In each instance of termination of an appointment for cause, the appointee shall have the right to appeal the decision in accordance with the grievance procedures adopted by the Board of Trustees in section 1.8.8. below.

1.8.5. Termination of Tenured Faculty Appointments for Institutional Reasons

Termination of an appointment with continuous tenure may be effected by the institution only for adequate cause.

1.8.5.1. Financial Exigency of the College

The decision that a condition of financial exigency exists or is imminent shall be made by the Board of Trustees only after the President, the Vice President for Academic Affairs/Dean of the Faculty, the Vice President for Finance and Business, and five faculty members elected by the faculty at a duly called faculty meeting have reviewed the financial condition of the College. A written report of the recommendations and rationale shall be presented to the faculty and Board of Trustees by the elected members prior to any Board of Trustees action.

Upon determination by the Board of Trustees that a state of financial exigency exists, and after all feasible alternatives to termination of appointments have been pursued by the President, the Vice President for Academic Affairs/Dean of the Faculty, the Vice President for Finance and Business, and the elected faculty, and the judgment of this group has determined where, in the overall academic program, termination of appointments may occur, and determined the criteria for identifying the individuals whose appointments are to be terminated, the Board of Trustees may terminate the appointment of a tenured faculty member by abolishing the position or

consolidating it with another position. The position thus terminated cannot be filled for three years unless the released faculty member has been offered reappointment and declined.

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 a suitable position within the institution.

1.8.5.2. Changes in Education Programs Not Mandated by Financial Exigency

On a rare occasion a tenured faculty position may be abolished due to necessary changes in the college curriculum, as determined by the faculty and supported by the Board of Trustees.

If such a decision results in the discontinuance of a program or abolition of a faculty position, the Board of Trustees may terminate a tenured faculty member's appointment affected by such changes. The institution will make every effort to place the faculty member concerned in another suitable position. Reinstatement of the program or position cannot be made for three years unless the released faculty member has been offered reappointment and has declined. When changes in the educational program of the College are made, faculty members on tenure will be expected to accept changes in their duties and responsibilities determined by the Personnel Committee and the Vice President for Academic Affairs/Dean of the Faculty to be reasonable. If such changes in duties and responsibilities would be facilitated by a period of training determined by the Personnel Committee and the Vice President for Academic Affairs/Dean of the Faculty to be reasonable, financial and other support of such training will be proffered.

1.8.6. Termination of Appointment

A faculty member whose appointment is terminated by the Board of Trustees prior to the expiration of such appointment shall be given written notice of such termination and the effective date thereof. Any such termination shall be subject to review in the manner provided in the Grievance Procedure set forth in section 1.8.8. below.

Termination of a faculty member with continuous tenure will be preceded by: 1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; 2) informal inquiry by the faculty Personnel Committee which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President; 3) a statement of charges, framed with reasonable particularity by the President or the President's delegate.

1.8.7. Compensation After Termination

1.8.7.1. In the Event of Moral Turpitude

The salary and fringe benefits of a faculty member whose appointment is terminated by the Board of Trustees prior to its expiration by reason of moral turpitude cease as of the date of such

termination. In the event such termination is reviewed in the manner provided herein and as a result thereof such termination is rescinded and the faculty member reinstated, the faculty member shall then receive the compensation for the period between the date of termination and the date of reinstatement which the faculty member would have received.

1.8.7.2. In the Event of Financial Exigency or Program Discontinuance

If an appointment is terminated prior to its expiration for financial exigency or discontinuance of a program as stated herein, the faculty member shall receive his or her current compensation for a period of one year following the expiration of the contract year in which such termination becomes effective, less any amounts earned by such faculty member during this one year from other employment. As a condition precedent to the payment of such terminal compensation the College may require proof satisfactory to the College of such faculty member's earnings or lack thereof during such period.

1.8.8. Grievance Procedures

The provisions of this statement serve as the guidelines by which administration and faculty of the College attempt to resolve any dispute which may arise. The following procedures are intended to provide fair and reasonable means for the expeditious resolution of any dispute.

1.8.8.1. Information Consultation

The President and Vice President for Academic Affairs/Dean of the Faculty shall first seek to resolve any dispute informally by consultation with the aggrieved faculty member, the faculty member's department Chair or immediate superior, and others whose knowledge or experience may be of help in achieving a mutually satisfactory settlement of the dispute.

1.8.8.2. Statement of Reasons

If informal consultation does not lead to settlement, the aggrieved faculty member may request in writing that the reasons for the administration's decision be stated formally in writing. Such request must be made within thirty (30) days from the time the faculty member has been notified of the administration's decision. Within ten (10) days following the receipt of the request the President shall provide the faculty member with a written statement setting forth such reasons with sufficient detail to inform the faculty member of the considerations upon which such decision is based.

1.8.8.3. Submission to Grievance Committee of the Faculty

Within ten (10) days following receipt of the President's Statement of Reasons the aggrieved faculty member shall have the right to submit the dispute to the Grievance Committee of the faculty by giving written notice as follows:

- (a) If the College is in session such notice shall be delivered to the Chair of the Grievance Committee; or
- (b) If the College is not in session such notice shall be delivered to the Vice President for Academic Affairs/Dean of the Faculty, who shall transmit the same to the Chair of the Grievance Committee as soon as possible and, in any event, as soon as the College reconvenes.

Such written notice shall be accompanied by a copy of the President's Statement of Reasons and shall

- (a) request a formal hearing before the Grievance Committee; or
- (b) expressly waive a formal hearing and request the Grievance Committee to review the dispute without a formal hearing in the manner hereinafter provided.

1.8.8.4. Review by Grievance Committee Without Formal Hearing

If the aggrieved faculty member waives a formal hearing, the Grievance Committee proceeds to review the dispute and to evaluate all available evidence by such means and in such manner as it deems appropriate. The Grievance Committee then prepares a full written report of its findings and recommendations and transmits a copy thereof to the President and to the faculty member within twenty days following receipt of such member's notice. Such report shall be adopted by a majority vote of the Grievance Committee.

Within ten (10) days following receipt of the written report of the Grievance Committee, the President shall advise the Grievance Committee and the aggrieved faculty member in writing of the President's final decision and the reasons thereof.

The aggrieved faculty member shall have the right to appeal the President's final decision to the Board of Trustees.

1.8.8.5. Procedure for Formal Hearing Before the Grievance Committee

If the aggrieved faculty member requests a formal hearing before the Grievance Committee, such hearing shall be conducted in accordance with the following procedure:

Upon receipt of the faculty member's notice requesting a formal hearing, the Chair of the Grievance Committee sets a date for hearing which is not earlier than twenty days and not later than thirty days after receipt of such notice. The Chair promptly notifies the President, the aggrieved faculty member, and the members of the Grievance Committee of such hearing date.

Prior to the date of hearing, the Grievance Committee meets and, in consultation with the President and the aggrieved faculty member, determines whether the hearing shall be public or private and determines whether any member of the Grievance Committee is disqualified from participation in the deliberations of the Grievance Committee with respect to the dispute for reasons of interest or bias.

All such actions are by majority vote of the members of the Grievance Committee present, provided that no such member whose qualifications are challenged votes on that issue.

The aggrieved faculty member, the President, and the Vice President for Academic Affairs/Dean of the Faculty have the right to be present at such meeting and to be heard, but are not entitled to vote on any such matter.

The aggrieved faculty member, the President, and the Vice President for Academic Affairs/Dean of the Faculty are entitled to be present at all sessions of the hearing at which testimony is taken or evidence offered or received, but are not entitled to vote on any matter put to a vote of the Grievance Committee at any such session. The aggrieved faculty member may be represented by

another faculty member chosen by him or her. Any member of the Board of Trustees may attend such sessions as an observer.

At the request of the Grievance Committee, the administration, or the faculty member, a recognized and responsible educational association may be asked to send an official observer to the hearing; however, the absence of such observer shall not delay or otherwise interrupt any session of the hearing.

The Grievance Committee is charged with the responsibility for conducting a full, fair, and impartial hearing of the dispute. At all sessions of the hearing, a quorum of the Grievance Committee (excluding the determination of any faculty member's disqualification from participating in the deliberations) shall be present and all questions of substance and procedure shall be determined by majority vote.

The hearings shall be conducted in such manner as to afford the aggrieved faculty member and the administration sufficient opportunity to obtain and present relevant evidence, testimony, and argument in support of their respective positions and in rebuttal.

The parties are not bound by strict rules of legal evidence and have the right to present witnesses and to confront and question witnesses presented by the other.

The administration and the member shall make available all relevant evidence within their control.

In cases involving the termination of an appointment prior to the expiration of its term, the administration has the burden of demonstrating by a preponderance of evidence that adequate cause for such termination exists.

In cases wherein the aggrieved faculty member asserts that the academic freedom or legal rights of the faculty member have been violated by a decision of the administration not to reappoint such faculty member, the faculty member has the burden of demonstrating by a preponderance of evidence that such academic freedom or legal rights have been violated by the administration.

The Grievance Committee shall cause a verbatim record of oral testimony to be taken at the request of either the administration or the aggrieved faculty member. The party requesting such record receives a copy of such record and pays the cost thereof. Upon request the other party is entitled to a copy of such record at its expense.

Within ten days following conclusion of the hearing or receipt of the full verbatim record, whichever is later, the Grievance Committee prepares and adopts by a majority vote a full report of its findings and recommendations, a copy of which is promptly transmitted to the President and the aggrieved faculty member.

Within ten days following receipt of the written report of the Grievance Committee, the President advises the Grievance Committee and the aggrieved faculty member of his or her final decision and his or her reasons therefore. If the report of the Grievance Committee is rejected the President will state the reasons in writing for doing so to the Grievance Committee and to the aggrieved faculty member.

Each party to a dispute bears its own expenses incurred in connection with the hearing. The aggrieved faculty member shall have the right to appeal the President's final decision to the Board

of Trustees.

1.8.8.6. Time Limitations

The time limitations specified in sections 1.8.8.4. and 1.8.8.5. hereof within which the Grievance Committee is required to take any action may, at the option of the Grievance Committee, be tolled during any period when the College is not in session and in such event commences to run, or resumes running, as the case may be, on the date the next session of the College commences.

2.1 Faculty Duties and Responsibilities

Membership in the academic profession carries with it responsibilities for the advancement of knowledge, the intellectual growth of students, and the improvement of society. Faculty members must order and evaluate their activities in terms of their commitment to these goals, as well as in terms of their own personal and professional development.

Moreover, members of the faculty of Monmouth College have a special obligation to understand the nature of this institution of higher learning, and to appreciate its unique characteristics and its philosophy and objectives. They should strive to improve the intellectual and practical effectiveness of the College by willing and thoughtful participation in its governance.

The College requires faculty members to take these responsibilities seriously and to fulfill them to the best of their ability.

2.1.1. Professional Ethics

Although no set of rules or professional code can either guarantee or take the place of a scholar's personal integrity, Monmouth College believes that the following statement on professional ethics may serve as a reminder of the variety of obligations assumed by all members of the academic profession.

Faculty members, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them to seek and to state the truth as they see it. To this end they 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 at all times intellectual honesty.

As teachers, faculty members encourage the free pursuit of learning in their students. They set before them the best scholarly standards of their discipline. They respect the student as a person, seek to fulfill their proper role as intellectual guides and counselors. They make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflects their true merit. They respect the confidential nature of the relationship between professors and students and avoid any exploitation of students for private advantage.

As colleagues, faculty members respect and defend the free inquiry of their associates. In the exchange of criticism and ideas they show respect for the opinions of others. They acknowledge their academic debts and they strive to be objective in their professional judgment of one another. They accept their share of faculty responsibilities for the governance of their institution.

As members of their institution, faculty members seek above all to be effective teachers and scholars. They observe the stated regulations of their institution but maintain the right to criticize and seek revision. Faculty members determine the amount and character of the work they do outside the institution, with due regard to their paramount responsibilities within it. When considering leaves or termination of service, faculty members recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, faculty members have the rights and obligation of any citizen. When faculty members speak or act as private persons they avoid creating the impression that they speak or act for the College. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty members have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

2.1.2. Teaching Responsibilities of Faculty Members

At Monmouth College teaching is considered to be of a preeminent importance. This means that faculty members will have command of their disciplines, will keep abreast of new developments, will select with care the teaching strategies suitable to a course and to facilitation of the learning process, will work at communicating material effectively, and will encourage questioning and alternative points of view.

2.1.2.1. Teaching Load

A normal teaching load at Monmouth College is six courses per academic year. Individual teaching loads are determined through consultation between the Vice President for Academic Affairs/Dean of the Faculty and the Chair of the appropriate department.

2.1.2.2. Course Offerings and Academic Schedules

Departmental course offerings must be in accord with the general requirements of the College and the needs of the departmental majors. The schedule of each faculty member in the department is arranged by the Chair in consultation with the faculty member. The total department schedule is subject to approval of the Vice President for Academic Affairs/Dean of the Faculty. Staffing or other problems are discussed with the Vice President for Academic Affairs/Dean of the Faculty prior to the submission of the course offerings to the Registrar. The Chair of the department, after consultation with the whole department, submits the course offerings for the department for the academic year to the Registrar.

Except in emergency situations, changes in course offerings are not made after the Registrar has published the schedule of courses for the year. All emergency changes in the schedule require the approval of the Vice President for Academic Affairs/Dean of the Faculty.

In order to communicate course requirements and provide a better understanding of course goals and students' responsibilities in reaching these goals, faculty will provide a written syllabus for each course. This syllabus is given to the students, either in print or as an online document at the first meeting of the class. This syllabus must include:

- Course name and number
- Semester and year
- Instructor's name, office hours and contact information
- Meeting days and times
- A list of required textbooks and other relevant course materials

- Workload expectations, as required by the U.S. Department of Education
- Course goals
- Final examination date and time (as set by the Registrar)
- The basis on which grades are determined
- The approximate dates of major examinations, papers, projects, etc.
- Topics proposed to be covered in the course
- Attendance policy

In addition, it is recommended that the following information be either included on the syllabus or made readily available through some other means (for example, a course website) described on the syllabus:

- A course schedule
- Information about academic services including:
 - The Writing Center
 - Academic support services (tutoring, academic coaches, etc.)
 - Disability services
 - The academic honesty policy

At the start of each semester a copy of the syllabus for each course is sent to the Secretary of the Office of Academic Affairs.

2.1.2.3. Course Content

Except for courses standardized by the department, or College courses with multiple sections, the instructor is responsible for planning and presenting the course material, establishing course objectives and requirements and making them known to students, selecting and ordering texts and supplementary materials, preparing, administering, and grading papers and examinations, and assigning grades.

2.1.2.4. Meeting Classes as Scheduled

Faculty members are expected to meet their classes punctually and to conduct them at a level appropriate for undergraduate college education.

Classes are to be taught at the time and place listed in the published schedule except in extenuating circumstances.

2.1.2.5. Cancellation of a Scheduled Class

The faculty member who must be absent from a class without having been able to make prior arrangements should notify the department Chair or contact another member of the department. Classes should be canceled only when alternate arrangements cannot be worked out in the time available. Notification of the postponement or cancellation of a class should be made to the class by the department Chair or other faculty member involved in the arrangement, and information given about the next scheduled meeting of the class. The postponement or cancellation of more than one day's scheduled classes due to the unanticipated absence of a faculty member should be reported to the Academic Affairs Office as soon as feasible.

2.1.3. Faculty Accessibility

It is essential at Monmouth College that every student have direct and easy access to faculty members.

2.1.3.1. Absence from Campus

The College recognizes that dedicated scholars and researchers must on occasion be absent from campus pursuing justifiable personal and professional activities. However, full-time faculty members are normally expected to be on campus during a portion of every day when regular classes are scheduled.

As a matter of both courtesy and practice faculty members who plan to be absent for one to two days should discuss their plans and class makeup arrangements with their department Chair (or the Vice President for Academic Affairs/Dean of the Faculty in case of a department Chair). This should be done well in advance.

An absence exceeding two class days should be approved in advance by the Vice President for Academic Affairs/Dean of the Faculty as well as the department Chair.

2.1.3.2. Availability During Academic Year

Faculty members are expected to be available for campus activities at least one full week before the beginning of classes in the fall.

A faculty member must fulfill all obligations to the College, including reporting grades, before departing from the campus at the end of the term.

2.1.3.3. Office Hours

Faculty members post their office hours on their office doors and work out a system for appointments with students or make other arrangements to facilitate the meeting of students at times which are mutually convenient to students and the faculty member. A faculty member should be available for at least five regular office hours each week as a minimum.

Additional office hours may be needed during course selections, registration, and examination periods.

2.1.4. Student Advising

A major out-of-class responsibility of faculty members is that of serving as academic advisor to students, both as the formally designated academic advisor and as an informal advisor. It is the responsibility of each faculty member to be familiar with the academic regulations of the College and the requirements for graduation. When questions arise additional information can be obtained from the department Chair involved, the Registrar, or the Vice President for Academic Affairs/Dean of the Faculty.

Faculty members are expected to be knowledgeable about student counseling services apart from those provided by individual faculty and to encourage students to use them when appropriate.

2.1.5. Service to the Institution

Faculty members are expected to undertake a reasonable number of non-teaching assignments, attend meetings, contribute their ideas and experience during the decision-making process, and shoulder their fair share of the work.

2.1.5.1. Departmental Duties

Faculty members should maintain regular communication with all members of the department or departments to which they are assigned, and perform the departmental duties which fall to them. All members are expected to attend departmental meetings and participate actively in the work of the department relative to curriculum development, student advising and other departmental duties.

2.1.5.2. Committee Responsibilities

Responsibility for the academic program of the College has been delegated to the faculty by the Charter subject to the disapproval of the Board of Trustees (Article V, Section 2, Charter & By-Laws). "The faculty shall have power to ordain, establish and regulate the courses and modes of instruction and education pursued in the College; and shall have power to adopt and enforce such lawful rules and regulations as may be deemed expedient for the good government of the institution, which rules and regulations shall not be inconsistent with the By-Laws, ordinances, order or directions of the Senate; and such courses of study and education, rules and regulations shall remain in full force unless disapproved by the Board of Trustees." It is through the system of standing committees that the faculty organizes its task to meet this responsibility. Standing committees of the faculty are established by the faculty subject to the disapproval of the Board of Trustees.

The structure, membership, and functions of faculty committees are set forth in the Faculty Statutes established by the faculty as a whole, subject only to the disapproval of the Board of Trustees with whose regulations and By-Laws they must be consistent. The actual implementation of policy and the responsibility for monitoring the application of the rules shall rest with the appropriate administrative officer or faculty member.

All faculty members are expected to serve on College or faculty committees and to be available for other non-teaching assignments, such as accepting short-term administrative responsibilities, assisting at registration, advising student organizations, and serving as coordinator of off-campus academic programs.

Members of the faculty attend all duly announced faculty meetings and all College academic functions, in proper academic regalia (cap, gown, and hood) when required. These include Commencement and certain other convocations.

Faculty members are encouraged to attend lectures, concerts, dramatic productions, and other events sponsored by the College, departments, or student organizations.

2.1.6. Outside Employment

Faculty members are full-time employees of the College during the period of their contracts. The status of professionals permits them to establish their own hours within reasonable bounds and to meet professional commitments in a manner deemed most appropriate. It is expected that faculty members will spend sufficient time on campus to meet all commitments and to encourage the sense of a vital collegium.

Outside employment affects in some measure the ability of the faculty member to devote full time to College duties. Outside work which relates closely to the faculty member's area of competence and which promotes professional growth is permitted, providing it does not interfere with the performance of duties at the College. Public or community service is also encouraged, provided it does not interfere with the performance of duties at the College. Work which does not fall into one of the above categories or which otherwise diminishes the faculty member's effectiveness at the College is not encouraged and must be clearly subordinate to the faculty member's teaching, advising, and College service functions.

Faculty members who wish to accept part-time employment outside the College when they are under contract to the College for full-time work are expected to obtain the approval of the department Chair and the Vice President for Academic Affairs/Dean of the Faculty on an annual basis. Faculty members should submit a letter through the department Chair to the Vice President for Academic Affairs/Dean of the Faculty outlining the nature of the work to be accomplished and estimating the degree of interference with College duties.

2.1.7. Final Examinations

The final examination period is considered to be a regular part of the academic term. It is expected that instructors will administer final examinations in all regularly scheduled courses with the exception of independent studies. Each final examination must be given during its assigned examination period. In those infrequent cases of courses where traditional examination procedures do not appear applicable or practical, the instructor is expected to use the scheduled examination period as a scheduled class period for the term.

2.1.8. Summer Activities

Full-time faculty members who are tenured or on a continuous contract are considered to be members of the College throughout the 12-month year. Contracts are for nine months of teaching and other professional service in the academic year and cover the period which normally begins one week before classes in the fall and concludes after Commencement in the spring. Salaries are paid over a 12-month period beginning the last working day in September and concluding with the last working day in August.

Full-time faculty are free to arrange their own activities during the summer months, but the College encourages faculty development activities during the summer months.

Faculty who teach courses approved by the Vice President for Academic Affairs/Dean of the Faculty for the summer session receive additional pay in accord with the prevailing formula for salaries for summer teaching. Similarly Members who by prior written agreement with the College undertake special duties or responsibilities on behalf of the College receive additional salary in accord with the agreement.

Normally full-time faculty do not receive additional compensation over and above the contractually agreed salary and benefits for duties performed during the academic year.

2.1.9. Expectations of Part-time Faculty and Coaches

2.1.9.1. Part-time lecturers

Part-time lecturers are expected to perform the duties and responsibilities of full-time faculty listed in Section 2.1 except that they are not expected to serve on faculty committees or serve as academic advisors. They are, however, encouraged to attend activities such as faculty meetings, convocations, and Commencement. They are eligible to serve as advisors to groups on campus

upon appointment by the Faculty Senate or otherwise to assist in the operation and administration of campus organizations.

Part-time faculty members have faculty status, are entitled to all of the privileges of faculty members, and are encouraged to participate in the professional, social, and cultural life of the campus.

2.1.9.2. Duties of Part-Time Lecturers Who Serve as Coaches

Part-time lecturers who serve as coaches are expected to: Direct an athletic program which promotes good sportsmanship and a healthy spirit of competition and upholds the standards of Monmouth College as a Christian liberal arts institution.

Advise students relative to their athletic program and personal development and demonstrate in all ways the College's concern for individual persons.

Work under the direction of and in close consultation with the Director of Athletics.

Manage a program that operates completely within the letter and spirit of the MCAC, MACW and NCAA rules and regulations.

Manage and care for all equipment needs of the team, and make all necessary arrangements for team travel and for game officials in accord with College guidelines.

In addition to these responsibilities, head coaches will:

Prepare the schedule of team events for the coming year in consultation with the Director of Athletics and for approval by the Student Affairs Committee of the faculty.

Accept the responsibility for recruiting student athletes throughout the academic year and work diligently, within the rules of the MCAC and MACW, to have a strong and consistent athletic and academic emphasis in the program in which they coach.

3.1. Faculty Development

The College is concerned to have members of the faculty continue to grow in their professions and to aid them in their development. It is incumbent on faculty members to maintain their competence by keeping abreast of the developments in their fields and related fields.

3.1.1. Faculty Travel to Professional Meetings

Attendance at professional meetings and conferences is useful for keeping abreast of new ideas, providing an incentive to research and publication, maintaining contacts with colleagues, and encouraging a lively intellectual climate. Providing some financial reimbursement for travel for professional growth is the College's means of encouraging this kind of faculty development.

3.1.1.1. Amount of Reimbursement

The maximum annual reimbursement for attendance at professional meetings is determined each year by the Faculty Institutional Development Committee as part of the budget process.

The faculty member can be reimbursed for all of the expenses for an approved conference or professional meeting up to the maximum per year. Included in these expenses are the costs of transportation, room, meals, and registration fees. Transportation costs include ground transportation to the airport, air fare and local ground transportation to the place of the meeting and return. Commercial transportation should be by the most direct route and the least cost. Private automobile may be used for travel.

Room costs include the normal charges for overnight lodging plus applicable taxes. Not included are personal telephone calls, room service, and other extras.

Meal costs include the normal charges for those meals (plus gratuity) which are an integral part of the conference or meeting (e.g., a dinner at which there is a key speaker) or regular meal charges at a commercial restaurant while at, en route to, and returning from the conference.

A faculty member may opt to take up to 1.5 times the annual maximum for travel expense in one year and .5 times the maximum the following year. The total reimbursement for any two-year period shall not exceed the sum of the maxima for the two years. When arrangements for room and meals are other than the usual hotel and restaurant charges (e.g., staying with relatives or friends; pulling a camper or trailer) a reasonable per diem charge can be used, provided approval was made by the Vice President for Academic Affairs/Dean of the Faculty prior to the actual travel.

3.1.1.2. Participation in Programs of Professional Meetings

To encourage participation in the activities of professional organizations the College will pay a portion of the expenses of a faculty member who has a major part in a national meeting of a respected professional organization directly related to the faculty member's teaching area. As a usual minimum, he or she will read a paper and provide either a text of the paper or a summary which will be published in the minutes of the meeting. His or her name normally will appear in the printed program which is available prior to the meeting. It is expected that this meeting will be in lieu of rather than in addition to one of the normal professional meetings of the year.

This support does not apply to the type of participation in which the individual would serve as a member of a working group or discussion group, or otherwise not be part of the major program of the professional meeting.

The maximum annual reimbursement for participants in programs of professional meetings is determined each year by the Faculty Institutional Development Committee as part of the budget process and is normally greater than the maximum for those who are not participants.

Support to be provided by the College for participation in the program of a professional meeting will cover the full transportation of an economy air fare or equivalent to and from the site of the meeting, as well as the living costs connected with the meeting, described in section 3.1.1.1 above, up to a maximum.

3.1.1.3. Procedures for Requesting Travel Funds

Plans should be made in advance for attendance at professional meetings or conferences so that necessary arrangements can be made. The steps are as follows:

- a. Obtain and complete a Monmouth College Travel Authorization Form from the office of the Vice President for Academic Affairs/Dean of the Faculty.

- b. Submit the form to the department Chair to forward to the Vice President for Academic Affairs/Dean of the Faculty, who will inform the faculty member of the response to the request.
- c. Make appropriate arrangements to cover or carry on academic responsibilities.
- d. Upon return from the professional meeting or conference the faculty member shall complete the Monmouth College Professional Travel Expense Record form and submit it to the Vice President for Academic Affairs/Dean of the Faculty along with all necessary supporting material. When approved by the Vice President for Academic Affairs/Dean of the Faculty the form will be sent to the Business Office and reimbursement made at the next check issuing date. The College is not obligated to pay for any expenses for which payment was not approved prior to the time the expense was incurred.

3.1.1.4. Accounting for Expenses

Documentation on which reimbursement will be made includes the following:

- a. Lodging in hotel or motel: a statement or bill indicating the cost and period of stay.
- b. Meals: receipts or cash register tapes showing the expense of meal, name of restaurant, and the date.
- c. Cash expenditures: a certificate from the faculty or staff member showing the names of individuals or businesses to whom cash was provided, the reason for a cash expense, and the date.
- d. Travel by private automobile: statement showing date, destination, purpose of visit, and number of miles traveled.
- e. Travel by common carrier: Ticket receipt or travel voucher showing dates, destinations, and costs.

3.1.2. Faculty Development Fund

This fund is designed to provide assistance to full-time faculty members in meeting expenses associated with improving scholarly skills, pursuing research and publications. The fund established each year in the College budget is administered by the Faculty and Institutional Development Committee.

All requests for support are sent to the Chair of the Committee and include a description of the project to be funded, an estimate of the total expense and a statement of the benefits of the project to both the individual and the College.

The Chair of the Committee sends notification of the Committee's decision to the faculty member and a copy to the Vice President for Academic Affairs/Dean of the Faculty giving the amount of the award and any conditions, and if the proposal is not funded the reasons for not approving the request.

Normally individuals whose requests have been approved are reimbursed for expenses upon presentation of appropriate documentation to the Vice President for Academic Affairs/Dean of the Faculty.

3.1.3. Sabbatical Leaves

NEW LANGUAGE FOR SABBATICAL LEAVES

APPROVED 10/8/96

Monmouth College maintains a sabbatical leave program for all tenured full-time faculty members. The sabbatical program benefits the College by providing periodic opportunities for professional development which result in an improved learning environment, up-to-date faculty knowledge or greater teaching effectiveness. This is consistent with the mission of the College. In many cases faculty members undertake activities which also result in publications, presentations at professional meetings and the like. These multiple outcomes are encouraged, but the primary focus remains on the benefits to both the faculty member and the College in terms of the quality of education which students experience as a result of the leave program.

3.1.3.1. Approval

Sabbatical leave is granted when a member of the faculty proposes and receives approval for a program of study which is deemed worthy. Approval of sabbatical leave is by the President acting upon the recommendations of the Faculty and Institutional Development Committee and the Vice President for Academic Affairs/Dean of the Faculty.

3.1.3.2. Duration

Sabbatical leaves are normally one semester in length, during which time the faculty member is released from all on-campus obligations. Full salary and benefits are maintained for the semester during which the faculty member is on leave. When warranted and approved by FIDC and the Vice President for Academic Affairs/Dean of the Faculty, sabbatical leave may be granted for one year. In that case, salary and benefits continue at one-half the full-time level. Faculty members receiving full year sabbatical leaves may arrange to reimburse the college in order to maintain full benefits. In both cases faculty members are encouraged to pursue possibilities for outside funding but in no case shall the granting of sabbatical leave be based on the acquisition of outside funding.

3.1.3.3. Eligibility

Tenured faculty members may make application for a sabbatical leave during each sixth year of full-time service following their last sabbatical (or their initial appointment), with the actual leave occurring during the seventh year. Faculty are expected to teach a normal load in the semesters just prior to and after the sabbatical leave.

Sabbatical leaves are not granted to non-tenured faculty members.

3.1.3.4. Initial Sabbaticals for Newly Tenured Faculty

The timing of the initial sabbatical leave for newly tenured faculty members is determined by their placement in the "Long-term Sabbatical Schedule" developed by FIDC in consideration of departmental and individual needs and planning. Such faculty members may be scheduled as early as their seventh year at Monmouth College but no later than their ninth year. In scheduling

the year of eligibility for newly tenured faculty members factors which may be considered include: the total number of faculty eligible for sabbatical leave during any one year, the timing of eligibility for other members of the effected department or programs, the timing required by the sabbatical project proposed, the curricular and programmatic needs of the college and the needs of the newly tenured faculty member, as well as length of service at Monmouth College.

3.1.3.5. Application Procedures

In May of each year the Vice President for Academic Affairs/Dean of the Faculty, in consultation with FIDC, will inform the appropriate faculty members of their eligibility to apply for a sabbatical leave the following year based on the sabbatical schedule as established by FIDC.

By September 15 of the academic year prior to the year a faculty member is eligible for sabbatical, the faculty member shall submit a notice of intent to the Vice President for Academic Affairs/Dean of the Faculty and FIDC. The notice will describe briefly the general goal of the sabbatical project. This statement will be shared with the Vice President for Development and the Director of the Library who will provide assistance to the faculty member in obtaining resources in support of the sabbatical project during the remainder of that academic year and through the sabbatical term.

Not later than November 15 the faculty member must file a formal proposal describing the sabbatical project with the Vice President for Academic Affairs/Dean of the Faculty and the FIDC. The proposal should explain the project which will be undertaken and its value to the College and the faculty member. In addition the request must contain a report from the appropriate department/program chair(s) describing how essential duties will be covered while the member is on leave.

Faculty members seeking college financial support for sabbatical activities must submit an itemized request to FIDC by August 15 of the academic year during which the leave will be taken. The committee will promptly review all such requests and allocate sabbatical support funds in the manner most beneficial to sabbatical faculty members and the College.

The Faculty and Institutional Development Committee will review each sabbatical proposal, making a recommendation to the Vice President for Academic Affairs/Dean of the Faculty by January 10. The committee's recommendations are made in confidence and are not shared outside the committee. The Vice President for Academic Affairs/Dean of the Faculty shall notify faculty members indicating whether or not the proposal for sabbatical has been accepted by February 1. In case of disagreement with FIDC, the Vice President for Academic Affairs/Dean of the Faculty and President will consult with the committee before reaching a final decision on the sabbatical request.

3.1.3.6. Replacements

Replacements for faculty members on sabbatical leave are provided to the degree deemed necessary based on recommendations of FIDC in consultation with the Vice President for Academic Affairs/Dean of the Faculty and through the normal budget process.

3.1.3.7. Exceptions

Sabbatical leaves ordinarily are taken during the year in which they are scheduled. In exceptional circumstances that schedule may be altered in consultation with the individual, the department,

FIDC, and the Vice President for Academic Affairs/Dean of the Faculty. Such alterations presume a need to minimize disruption in programming and must take into account the seniority, needs, and length of time since the last leave of the faculty member, and the needs of the College and department. If a change in the year in which a sabbatical occurs is approved, such a change will not affect the scheduling of the next sabbatical (which will occur in the seventh year following the year in which the sabbatical was originally scheduled).

3.1.3.8. Other Professional Leaves

Professional leaves of absence (other than sabbaticals) not funded by the College do not affect the scheduling of the next sabbatical leave. If a leave is supported in whole or in part by the College, then the leave counts as a sabbatical leave and the faculty member is rescheduled in the normal rotation for consideration.

3.1.3.9. Expectations Upon Completion of a Sabbatical Leave

A written report on the completed sabbatical project must be filed by the faculty member with both the Vice President for Academic Affairs/Dean of the Faculty and the FIDC during the first semester following completion of the sabbatical. These reports will describe sabbatical activities and evaluate the project in terms of its proposed goals. Sabbatical faculty will make a public presentation to a general college audience concerning matters related to their sabbatical project at an appropriate time during the year following their return.

An individual is expected to return for two semesters of full-time teaching (not necessarily consecutively) following a sabbatical leave.

3.1.4. Leaves of Absence Without Compensation

A leave of absence without compensation may be granted to a faculty member when formally requested. The application procedures are essentially those used for regular sabbatical leaves.

3.1.4.1. Purposes of Leave

Purposes of leaves of absence without compensation include:

- a. to permit a faculty member to benefit from a grant for scholarly or teaching purposes;
- b. to permit a faculty member to render professional service to public or private studies or programs;
- c. to permit a faculty member to gain experience in other groups or universities or to accept unusual opportunities for personal and professional growth.

3.1.4.2. Conditions for Leaves of Absence

Such leaves must be mutually agreed to by the College and the faculty member and ordinarily for no longer than one year. The College may extend a leave of absence, but on no account may such a leave exceed a period of two years.

Time on such a leave will not count toward tenure or promotion in rank and is not credited toward time in service for sabbatical leave unless the individual and the College so agree in writing prior to the beginning of the leave.

While an individual is on leave without pay, the College does not provide fringe benefits, unless a contrary arrangement has been mutually agreed to in writing by the faculty member and the College. Faculty members may continue their fringe benefits, however, by paying them through the College.

Departments desiring a replacement for a faculty member on leave should make a formal request to the Faculty and Institutional Development Committee. The FID Committee will evaluate the request and forward a recommendation to the Vice President for Academic Affairs/Dean of the Faculty.

Section 4.1 Fringe Benefits was removed and will be included as an attachment.

5.1. Records of Exceptions

When permission of the President or Vice President for Academic Affairs/Dean of the Faculty is necessary for a faculty member to gain exception from policies and procedures stated in Sections 1 through 4, the Vice President for Academic Affairs/Dean of the Faculty will keep a written record of the nature of the request for exception, the person requesting, and the action taken on the request. At least once per semester this record will be sent to the chair of the Faculty Senate and will also be available for visual inspection by all full-time faculty.

5.2. Monmouth College will name all faculty members as additional insureds on College insurance policies as respects lawsuits or other legal proceeding arising from an act or omission in connection with his or her occupation as a member of the College's faculty.

PART II. ORGANIZATION

1.1. Introduction

To better meet its educational goals, Monmouth College is committed to further joint planning and efforts involving all elements of the College community, the Board of Trustees, the Administration, the Faculty, the Students, the Alumni, and the United Presbyterian Church. It is recognized that the interests of all are coordinated and related and that the broadest possible exchange of information and opinion is necessary for the effective planning and implementation of the College's educational objectives.

Ultimate responsibility for governance of Monmouth College rests with the Board of Trustees, which is guided by the legal framework of the College Charter. (See the Appendix in this Manual). Responsibility for developing and maintaining effective, efficient systems to sustain and strengthen the College is delegated in large measure to the President and to the Faculty.

On-campus collegiate governance involves three distinct but closely related groups; the President and other administrative officers, the Faculty through faculty governance, and the students through the Associated Students of Monmouth College. Associated Students of Monmouth College operates under the authority of the Faculty and the President of the College. The President and the Faculty operate under the authority delegated to them by the Board of Trustees in accord with the Charter of the College.

1.2. Faculty Organization

The Faculty of Monmouth College meets as a body to conduct its business in accord with duly established governance structure set forth in the Faculty Statutes. (See the Appendix attached).

1.3. Student Organization

The Student Association meets to conduct the business related to student activities and organizations in accord with its constitution approved by the Faculty and the President of the College. The constitutions of all official student organizations must be approved by the Faculty and the President of the College.

1.4. Academic Departments

The Faculty is organized into academic departments which represent the principal components of the curriculum. Each department groups together those persons who are appointed to teach, to do research, and to give advice and counsel in designated academic disciplines. Each ranked member of the Faculty is a member of a department.

The responsibilities of the departments include the following:

- i) to ensure that courses are taught, students are evaluated, and high standards are maintained in the discipline;
- ii) to make recommendations for alteration in the curriculum or facilities which will improve the academic program within the discipline or its relation to the rest of the academic program of the College;
- iii) to ensure that research and scholarly development in the discipline is carried on within the department;
- iv) to ensure, together with the President and the Vice President for Academic Affairs/Dean of the Faculty, the recruitment and retention of the best possible faculty for the department;
- v) to advise the Librarian on acquisition in the discipline;
- vi) to advise majors in the discipline on academic matters;
- vii) to prepare budget proposals;
- viii) to ensure that necessary administrative tasks are accomplished: e.g., ordering texts and supplies, turning in grades.

Each department has a Chair or an Acting Chair in residence. The Chair is appointed by the President on recommendation of the Vice President for Academic Affairs/Dean of the Faculty after consultation with members of the department. The appointment shall be for a specified term, ordinarily for four years and beginning on July 1. The appointment can be renewed.

The primary duty of the Chair is to see that the department responsibilities are discharged. The Chair is to seek the advice and guidance of the members of the department and to articulate a consensus on how the responsibilities of the department are to be discharged. The Chair has a particular responsibility with respect to (iv) above, and shall consult with the Vice President for Academic Affairs/Dean of the Faculty and initiate recommendations regarding appointments, continuations, promotions and tenure. The Chair is responsible for the

preparation of reports, evaluations, etc., as may be requested by the President or the Vice President for Academic Affairs/Dean of the Faculty, and in general to act as the spokesperson for the department.

PART III. FACULTY SUPPORT AREAS

Part III was removed and will be replaced by an attachment to the manual.