

OPERATING PAPER FOR THE GOVERNANCE OF THE
COLLEGE OF LIBERAL ARTS

Approved by the Council and Faculty of the College of Liberal Arts

May, 1999

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Reviewed by the Vice Chancellor for Academic Affairs and the Council of the College of Liberal Arts

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In order to establish a more viable and democratic structure, providing the faculty and students of the college a meaningful voice in the affairs of the college, the faculty and dean of the College of Liberal Arts of Southern Illinois University at Carbondale set forth this operating paper.

I. DEFINITIONS

- A. The College of Liberal Arts (hereinafter called the college) includes the departments and other academic units (hereinafter called the departments) and the administrative offices under the dean of the college (hereinafter called the dean).
- B. The faculty of the college for voting purposes (hereinafter called the voting faculty) consists of all professors, associate professors, assistant professors, instructors, and lecturers in the college except that:
 - 1. a person enrolled in a degree program in the department in which he or she holds academic rank shall not be a member of the voting faculty;
 - 2. a term appointee must have held a total of nine months appointment, not necessarily continuous, before he or she shall become a member of the voting faculty;
 - 3. administrative/professional personnel of the college having adjunct faculty status in a department of the college are considered to be voting faculty of that department;
 - 4. Voting faculty in non-departmental programs without representation are considered to be members of a kindred department selected by their program director; and
 - 5. No person who is a member of the voting faculty at the time of a referendum hereon shall

be subsequently disenfranchised by this definition.

- C. A student of the college (hereinafter called a student) is:
 - 1. a student formally admitted to and enrolled in the college; or
 - 2. a graduate student formally enrolled in any degree program of any department of the college.
- D. The council of the college (hereinafter called the council) is a representative body established by the voting faculty and dean to provide democratic participation by faculty and students in the governance of the college.

II. MISSION

The mission of the College of Liberal Arts in Southern Illinois University at Carbondale is three-fold: to teach students in the appropriate disciplines; to foster new knowledge and creative expression; and to serve the communities that support the liberal arts.

- A. The college provides suitable instruction for majors in the college, but also serves the core curriculum needs of all undergraduates at the university. These educational activities are the college's first and most substantial public and professional responsibility. Its objectives are:
 - 1. to introduce students to the various disciplines in the college, including the humanities, the social sciences, and the visual and performing arts;
 - 2. to prepare students for a lifetime of learning to meet the challenges posed by the exponential growth of knowledge and accomplishment in every discipline;
 - 3. to enable students to communicate effectively, think critically, analyze systematically, and judge creatively in both professional and non-professional contexts; and
 - 4. to liberate students from narrow and stereotypical thinking as they confront fundamental questions of human existence, cultural diversity, and a global community.
- B. The college is also fully committed to the professional work of its faculty, both in the search for new knowledge and in the quest to explore new forms of expression. This commitment is a

critical complement to the college's educational responsibility and includes the following scholarly and creative objectives:

1. to pursue research in the social sciences, the humanities, and the visual and performing arts, resulting in publication or other forms of professional expression;
2. to promote creative activities in art, design, music, literature, and the theater for the appreciation and judgment of general and professional audiences; and
3. to engage graduate students in selected fields of advanced study, artistic creation, and public performance, and to train graduate students in the technical skills that are required for original research or creative activity.

C. Finally, in keeping with its educational and professional mission, the college is committed to its responsibility to serve three communities in particular: the university, the state of Illinois, and the professional organizations in the liberal arts. These communities have a special call on the college's resources and define its remaining objectives:

1. to administer instructional and research programs that benefit students and faculty across the university, including the core curriculum, honors, Black American Studies, Paralegal Studies, and Foreign Language and International Trade programs; the Center for International Cultures and Business; the Dewey Center; the Coal Research Center; the Center for Archeological Investigation, and the University Museum;
2. to provide opportunities and activities of cultural interest to people throughout southern Illinois, such as public lectures, art and historical exhibits, musical and theatrical performances, and special programs for area public schools and community colleges; and
3. to support faculty and student involvement in associations and institutions that represent the interests of the college's scholarly and creative disciplines, including the editing of publications and the hosting of professional conferences.

III. FACULTY

- A. A list of faculty shall be published annually by the dean, indicating rank and department.
- B. Faculty Meetings

1. Call and Publicity
 - a. Meetings of the voting faculty may be called by the dean, the chair of the council, or the council.
 - b. A meeting of the voting faculty must be called by the dean upon receipt of a request signed by at least ten percent of the voting faculty.
 - c. Such meetings shall be adequately publicized as to place, time, date, and agenda, usually at least two weeks in advance.
 - d. At least once each academic year, the voting faculty shall meet to receive a state-of-the-college report from the dean and the council.

2. Conduct of Meetings
 - a. The chair of the council shall chair any meeting of the faculty, appointing a parliamentarian and a recorder.
 - b. The dean and chair of the council shall prepare the agenda for the meeting. Any item requested by the dean, the council, Faculty Senate, individual faculty members, or students (in accordance with item VII.H.3.b. of this operating paper) shall be placed on the prepared agenda.
 - c. Meetings shall be conducted according to the latest edition of Robert's Rules of Order.
 - d. The minutes of every meeting of the voting faculty shall be distributed to all members of voting faculty. Meetings of the voting faculty shall be open to other members of the university community, the public, and the press, except when, by a two-thirds majority of those present and voting, it is resolved to go into executive session.

C. Actions of the Faculty

Actions of the voting faculty shall be taken only by mail ballot administered by the dean's office, except that procedural matters may be acted upon at the meeting. If there is formal objection from the floor to the designation of an item as a procedural matter rather than an action requiring

mail ballot, a vote shall be taken, where by a majority of two-thirds plus one of those present and voting shall be required to overrule the objection. If the objection is not overruled by that majority, action shall be taken only by mail ballot.

| IV. STUDENTS

- A. Students are encouraged to attend open meetings of the council and its committees.
- B. Students are encouraged to develop and maintain organizations for expressing their opinions through their council representatives.
- C. Students shall be supported by the council and the dean in the development and operation of such organizations for expressing their opinions.

V. THE DEAN

A. Role

- 1. As chief academic officer of the college, the dean has the responsibility and authority to lead the college to the highest level of academic excellence.
- 2. As chief academic, fiscal and administrative officer of the college, the dean is responsible to the chancellor of Southern Illinois University at Carbondale or his/her delegated representative and responsive to the needs of the faculty and students of the college.

B. Nomination, Selection, and Appointment of the Dean

- 1. In the event of a vacancy in the dean's position, the chancellor or his/her delegated representative may appoint an interim dean to administer the college after seeking consultation with CoLA chairs and directors and the CoLA Council Executive Committee. A formal search committee process will begin during the earliest possible search cycle.
- 2. The council shall nominate members for an ad hoc faculty-student search committee. The chancellor of Southern Illinois University at Carbondale or his/her delegated representative will appoint members of the committee from the nominees and other faculty or students of the college. At least two thirds (2/3) of the membership of the committee should be from among the list submitted by the council.

3. The search committee shall elect its own chair with the approval of the chancellor or his/her designee.
4. The search committee shall represent the interests of the college to the chancellor or his/her delegated representative throughout the selection and appointment process until the new dean's appointment is ratified by the Board of Trustees.
5. The dean will be selected by the chancellor or his/her delegated representative from a list of candidates recommended for this office by the search committee.

C. Nomination, Selection, and Appointment of Associate Dean(s)

1. In the event of a vacancy in an associate dean's position, the dean may appoint an interim associate dean after seeking consultation with CoLA chairs and directors, and the CoLA Council Executive Committee. A formal search committee process will begin as soon as possible.
2. The council shall nominate members for an ad hoc faculty-student search committee. The dean will appoint members of the committee from the nominees and other faculty or students of the college recommended by the dean. At least two thirds (2/3) of the membership of the committee should be from among the list submitted by the council.
3. The search committee shall elect its own chair with the approval of the dean.
4. The search committee shall represent the interests of the college throughout the selection and appointment process until the new associate dean's appointment is ratified by the Board of Trustees.
5. The associate dean will be selected by the dean from a list of candidates recommended for this office by the search committee.

D. Conditions of Service

1. The dean shall serve at the pleasure of the chancellor.
2. To ensure that the dean also enjoys the confidence of the college, the performance of the dean shall be reviewed by the council at least every five years, or at the request of, the chancellor. A report of each review shall be submitted to the chancellor.

E. Responsibilities

1. The dean shall have the powers and responsibilities established by the By-Laws and Statutes of the Board of Trustees and the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA. Nothing herein shall be construed to alter or abridge these powers and responsibilities.
2. The dean is responsible for promoting and maintaining in the college the highest quality of scholarship in teaching and research.
3. The dean is responsible for administering the policies established through the council by the voting faculty as provided for Part III, Article IV, Section 7 of the By-Laws and Statutes of the Board of Trustees and the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA.
4. The dean may call meetings of voting faculty, students, or both.
5. The dean is responsible for calling meetings of voting faculty as specified in III.B.1.b of this operating paper.
6. The dean may request the chair of the council or, in his/her absence, the faculty vice-chair to call a special meeting of the council.
7. The dean may attend all meetings of the council; however, when he/she does not attend, he/she shall delegate a representative of his/her office to attend and speak on his/her behalf.
8. The dean shall serve a chair of the standing committee on budget. In his/her absence the dean shall appoint a representative of his/her office to chair committee meetings and cast the deciding vote, by proxy, if necessary. The members of this committee shall be chosen before the first day of each university fiscal year.
 - a. The committee on budget shall advise the dean in determining all fiscal priorities with-respect to continuing and projected programs, in securing adequate consideration of the various fiscal needs of the areas within the college in relation to the total college allocations, and in securing adequate consideration of the fiscal needs of the college in relation to the total university budget, all such fiscal

considerations being evaluated on the basis of area differences, disciplinary needs, and academic quality.

- b. The committee on budget shall consist of the dean, the associate dean of the college with budget responsibilities, the chair of the council, one department chair, and three faculty members on continuing appointment in the college. The departmental chair and one faculty member will be appointed by the dean. The president of the SIUC Faculty Association will be invited to appoint the other two faculty members. In the event that the faculty association declines to appoint members, these two positions will be filled by the chair of the council. The dean and the faculty association president may agree to increase the size of the committee.
9. The dean will appoint the members of the standing committee on tenure and promotion from tenured faculty in the College of Liberal Arts with the concurrence of the chairperson of the council. The standing committee on tenure and promotion will be chosen by the end of September and:
 - a. shall be convened by the dean;
 - b. shall be chaired by a committee member appointed by the dean;
 - c. shall receive from the council, guidelines for tenure and promotion in accord with university guidelines and criteria; and
 - d. shall evaluate recommendations on tenure and promotion made to the dean by department chairs acting in consultation with departmental faculty, and shall make its recommendations to the dean. The dean shall then have the responsibility of making final recommendations on promotion and tenure on behalf of the college to the vice chancellor for academic affairs and research and provost.
10. Insofar as the dean delegates his/her authority and powers to assistant or associate deans who are assigned jurisdiction over major functions, areas, or divisions of the college, the dean shall request biennial reviews of the performance of such assistant or associate deans by the chairs under their respective jurisdictions.
11. The dean is responsible for allocating fiscal support for the operation of the council.

VI. CHAIRS OF DEPARTMENTS

A. Role

1. As chief academic officer of the department, the chair has the responsibility and authority to lead the department to the highest level of academic excellence.
2. As chief academic, fiscal, and administrative officer of the department, the chair is accountable to the dean and responsible to the faculty and students of the department.

B. Nomination, Selection, and Appointment of the Chair

1. Departmental Initiative

- a. Nominees for chair of a department, proposed directly or by a departmental search committee, shall be designated by a system of balloting within that department. Such balloting shall involve at least continuing and tenured faculty voting on a one-person, one-vote basis.
- b. The department shall submit to the dean one or more names of nominees.

2. College Initiative

Should the dean, in exceptional circumstances, consider a department in need of reorganization, he/she may, after consultation with the executive committee of the council and individual members of the voting faculty of the department, appoint a search committee which shall seek a new chair. Should the department or the dean establish a search committee to identify and recruit potential candidates for the position of chair, the search committee shall represent the interests of the department to the administration throughout the selection and appointment process and may be reconstituted but shall not be discharged until the new chair appointment is ratified by the Board of Trustees.

C. Conditions of Service

1. The chair shall serve until reassigned by procedures initiated by the dean and approved by the chancellor and Board of Trustees.
2. There shall be a formal departmental evaluation of the chair at least every three years.

The results of this evaluation will be released to the departmental voting faculty.

3. Departments may establish procedures to request the dean to conduct formal evaluations of the chair on a more frequent basis, or upon the special request of the voting faculty. The results of this evaluation shall be communicated to the dean.

VII. THE COUNCIL

A. Roles

1. The council shall serve as the representative body established by the voting faculty and dean to provide democratic participation by faculty and students in the governance of the college.
2. The council, as representative of the voting faculty, shall establish academic policies to be administered by the dean as provided in Part III, Article VI, Section 7 of the By-Laws and Statutes of the Board of Trustees, and the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA.

B. Officers

The council shall determine its own organization and procedures subject to the following provisions:

1. The officers of the council shall be the chair and the faculty vice- chair, each elected by the council from among its members. The new council shall meet to elect officers for one-year terms during the last month of each spring semester immediately following the last meeting of the preceding council.
2. The chair of the council:
 - a. shall be a faculty member on continuing appointment or permanent tenure;
 - b. shall serve as chair of the executive committee and as an ex officio member of all council standing committees;
 - c. shall serve as spokesperson for the council in relation to the dean, the university,

and the public at large;

- d. shall have the prerogative of calling special meetings of the council;
- e. may call meetings of the college faculty, and
- f. shall preside over meetings of the college faculty.

3. The faculty vice-chair shall:

- a. assist the chair of the council in the fulfillment of his/her responsibilities
- b. serve as an ex officio member of the executive committee; and
- c. convene and preside over meetings of the council in the absence of the chair of the council.

C. Composition

1. The council shall consist of 29 members --19 faculty representing each of the bachelors or graduate degree granting programs in the college and the Black American Studies minor, 4 graduate students and 6 undergraduate students. The undergraduate and graduate students shall be chosen to represent the following areas:

Area 1: Social Sciences: Department of Anthropology; Center for the Study of Crime, Delinquency and Corrections; Department of Geography; Department of Paralegal Studies; Department of Political Science; Department of Economics; Department of History; Department of Psychology; and Department of Sociology.

Area 2: Fine Arts and Humanities: School of Art and Design; Black American Studies; Center for English as a Second Language; Department of English; Department of Foreign Languages and Literatures; Department of Linguistics; School of Music; Department of Philosophy; Department of Speech Communication; and Department of Theater.

2. Each department of the college, or any new department added to the college, may

hereafter elect the area in which it shall be represented, subject to the approval of the council.

3. Area 1 and Area 2 shall each be represented by two graduate students and three undergraduate students.
4. No single department shall be represented by more than one member of the voting faculty, one graduate student, and one undergraduate student.

D. Selection of Council Members

1. Departmental Selection of Faculty Representatives and Student Nominees

Every department or academic unit identified in Areas 1 and 2 in the college shall have one faculty representative on the council selected by the department or unit from among the voting faculty within the department or unit. The chair of each department or unit is responsible for overseeing the selection of the department's faculty representative and communicating the name of the faculty representative to the chair and vice-chair of the council. The chair of each department has the responsibility to recommend one graduate student and one undergraduate student from the department.

2. Selection of Student Members to the Council

- a. Sufficient numbers of both undergraduate and graduate students from each area are required for the council.
- b. In the event that departmental recommendations exceed the number of students required per area, the chair and vice-chair of the council shall call for a vote on student members at the first available council meeting. Ideally this should occur at the April meeting, but may extend to the September meeting.

E. Qualifications of Council Members

1. To be eligible for nomination to the council, persons shall have been in residence since the beginning of the fall semester before the election.
2. To be eligible for nomination to the council, students must have the academic grade point

average earned at this university required to be in good standing in their departments or their programs, the college or the graduate school, and the university.

3. To enable council members to fulfill their responsibilities:
 - a. Service by students on the council shall be considered for any tuition awards that may be available such as those provided by band, student government, glee club, and similar extracurricular activities.
 - b. Faculty members on the council may petition the department or departments in which they hold appointment for an adjustment of their workload.

F. Terms of Office

1. Faculty shall be selected by their respective departments or units and shall serve for two year terms. Each year, half the membership of the council shall be up for reselection.
2. Students shall serve for one year terms.
3. Council members may be re-elected once; they are ineligible to serve again on the council until after a calendar year shall have passed.
4. Members of the council changing from one category or area to another within the college during the term of membership shall continue to serve only until the next June 30.
5. A council member may not serve on another elected campus council, senate, or body during his/her term of office. If elected to another council, senate or body, he/she must choose in which he/she will serve. This restriction does not apply to appointed committees or to positions within council members' departments.

G. Vacancies

1. A council member who is absent for more than one semester shall resign his/her seat on the council. If a council member is absent without proxy for three consecutive meetings and has not resigned, his/her seat shall be declared vacant by the chair of the council.
2. Student:
In the event of a student vacancy occurring within a term of office, the executive committee shall appoint a replacement by soliciting names from departments in the

appropriate area of the college and appoint a replacement from this new list of nominees.

3. Faculty:

- a. In the event of a faculty vacancy the chair of the department or unit with the vacancy shall nominate a replacement faculty representative from the department or unit to serve the remainder of the term. The name of the replacement shall be forwarded to the chair of the council.
- b. A faculty member appointed to fill a vacancy with a term of less than one year remaining shall be eligible for selection to the next two consecutive full terms. A faculty member selected to serve out the remaining year of a vacancy shall be eligible for election to only one additional consecutive term.

H. Responsibilities

1. The council shall initiate and review policies in regard to academic, administrative, and other appropriate college matters.
2. The council may challenge by majority vote of its full membership any action of the dean. Should agreement with the dean not be achieved, the council may then make an appeal to the chancellor by a two-thirds majority vote of its full membership.
3. The council shall receive, consider, and respond to:
 - a. recommendations, questions and other matters presented to it by the dean, the Faculty Senate, individual College of Liberal Arts faculty members, and
 - b. recommendations and questions presented to it by students, provided it be demonstrated that a number of students equal to one-half of the students voting in the most recent council election support the recommendations.
4. The council shall ensure that all voting on college wide matters be done by separate faculty, graduate student, and undergraduate student ballots cast and tallied separately within each area.
5. The council shall ensure a quadrennial review of this operating paper with recommendation for amendment or non-amendment thereof.

6. The council shall establish committees of the council (hereinafter called committees) as appropriate to aid it in the fulfillment of its responsibilities.

I. Procedures

1. On the recommendation of the executive committee, the council shall determine its meeting schedule and agenda, with the stipulation that the council shall meet during each of the two academic semesters and at the request of the chair or faculty vice- chair
2. The latest edition of Roberts Rules of Order shall govern the parliamentary procedure of the council as well as its standing and ad hoc committees.
3. The officer presiding at a meeting of the council shall designate a parliamentarian and a recorder.
4. Actions of the council shall be taken by a majority vote of a quorum of the membership except where specifically noted otherwise in this document. A council member may designate another member of the voting faculty to serve as a proxy with written authorization to be delivered to the chair and recorder of the council. Any member of the council may request a paper secret ballot on any action of the council.
5. Meetings of the council shall usually be open. Open meetings may be attended by interested observers who do not have the right to speak unless granted by the council. As an exception the council may by formal action go into executive session.
6. The council shall ensure for all its constituents the ready and prompt availability of copies of its minutes.
7. During the special meeting held during the last month of each spring semester to elect the new chair, faculty vice- chair, and student vice- chair, the new council shall also elect chairs of the standing committees, whose one-year terms shall begin July 1.

J. Committee Structure of the Council

1. Standing committees, as described below, may be reorganized, given different charges, or disbanded only through amendment of this operating paper.
 - a. The executive committee:
 - (1) shall consist of the chair and faculty vice- chair of the council, the student

vice- chair, the dean or his/her designated representative, and the chairs of the standing committees;

- (2) shall be chaired by the chair of the council;
- (3) shall recommend the meeting schedule and the agenda of the council;
- (4) may direct the chair to call special meetings of the council;
- (5) shall normally recommend to the council establishment of ad hoc committees and the membership of all committees;
- (6) shall provide for quadrennial review of this operating paper, making specific recommendations to the council concerning questions of amendments; and
- (7) shall review the governance of the college.

b. The committee on academic policy

- (1) shall receive, review, evaluate, and make recommendations to the council concerning policy on student admissions, advisement, probation, retention, suspension, graduation, academic appeals, and related matter within the college, as provided for in statutes of the Board of Trustees;
- (2) shall review and evaluate curricula as well as proposals for new undergraduate programs or departments within the college, and make recommendations to the council;
- (3) shall review proposals for new courses and make recommendations to the dean;
- (4) shall consider questions of college policy regarding independent study, honors, proficiency examinations, and other programs for individual and interdisciplinary study;
- (5) shall periodically make recommendations to the council for submission to the Faculty Senate of matters concerning university-wide academic policies affecting the college; and

- (6) shall study and recommend to the council guidelines for tenure and promotion.

c. The committee on teaching and learning

- (1) shall endeavor to promote learning through teaching of the highest quality and the promotion of a suitable academic environment;
- (2) shall review and, when appropriate, adopt mechanisms for the evaluation of instruction within the college; and
- (3) shall recommend to chairs and the dean incentives for encouraging learning within the college.

f. The committee on collegecommunications and outreach

- (1) Shall consist of no fewer than six members of whom four shall be faculty and two will be student members of the council;
- (2) shall endeavor to promote the College of Liberal Arts to the constituent communities, defined as: the university, the state legislature and political community, the region, and the alumni of the college;
- (3) shall research and, when appropriate, make recommendations to the council regarding promotion and outreach efforts to the constituent communities;
- (4) shall endeavor to communicate the benefits of a liberal arts education to all audiences, national, regional and, in the form of potential students and parents, individual;
- (5) shall recommend to the council, chairs and deans methods of promoting the college and creating outreach initiatives to the constituent communities;

- (6) shall oversee promotion and outreach initiatives undertaken by the council;
 - (7) shall maintain a current strategic plan, in consultation with the chairs and deans, for long-term promotion and outreach efforts;
 - (8) shall present estimated costs and established funding needs associated with any proposed activity to the council and deans. Sources of funding will be established based on promotion project specifics and time frames. Funding will not be the responsibility of this committee.
2. Ad Hoc Committees. The council shall establish special committees as needed, although each year there should be at least one devoted to special/current issues because it is expected that each council member serve on a committee.
3. Membership on Committees.
 - a. Appointment to membership and terms of office, except as otherwise specified in this operating paper, shall be determined by the council acting on the recommendation of the executive committee.
 - b. The chair of each committee shall be determined by the council, except that the dean shall be the chair of the committee on budget and may appoint the chair of the committee on tenure and promotion. Chairs of standing committees must be members of the council.
 - c. Except as otherwise provided, there shall be at least one student council member and one faculty council member other than the dean or the chair, faculty vice-chair or student vice- chair of the council on each committee. The council may appoint to any committee additional members from outside the council, with such appointment in no way implying council membership.
 - d. No council member shall serve concurrently as chair of more than one standing committee or member of more than two standing committees except as provided in this document.

VIII. PROMOTION AND TENURE

The college will operate in accordance with the Tenure and Promotion Policies and Procedures of the

SIU Board of Trustees, Section I through V of the tenure policies and procedures specified in the 1996 SIUC Employee Handbook (in accordance with the provisions set forth in SIUC Board of Trustees 2 Policies C.3.f.) and the Promotion Policies and Procedures specified in the 1996 SIUC Employee Handbook, (in accordance with the provisions set forth in the SIU Board of Trustees 2 Policies C), and Article XIII devoted to Tenure and Promotion in the current Collective Bargaining Agreement between the Board of Trustees of SIU and the SIUC Faculty Association, IEA/NEA. The 1996 Tenure and Promotion Policies and Procedures can be viewed: http://www.siu.edu/~docedit/employees_handbook/. Nothing contained herein is intended or may be allowed to abrogate these university statutes and guidelines for tenure and promotion. These college guidelines are also intended to be consistent with the departmental guidelines for promotion and tenure as developed by the departments of this college and approved by the dean and the provost and vice chancellor. The university statutes and guidelines and Article XIII of the current Collective Bargaining Agreement thus provide the broad framework for faculty personnel policy regarding tenure and promotion; the departmental guidelines provide specific formulations of procedures and standards that are pertinent to the academic discipline of those departments. It is the purpose of these college guidelines to provide the overall policy for promotion and tenure decisions within this college, and to indicate the procedures that will be used in the dean's office in determining recommendations on promotion and tenure that go from the dean to the provost and vice chancellor..

A. Conditions Regarding Tenure and Promotion

Tenure is a privilege granted to a faculty member by the university. It is a protection of academic freedom and a guarantee of future employment, within certain conditions that are enunciated in the tenure statutes. Tenure is not primarily a reward for past accomplishments; rather, the decision to grant tenure is also based on the conviction that the person will be an able, active, and productive faculty member for the remainder of his or her appointment at the university. Thus, the decision must rest on an assessment of the academic quality of the individual. A positive recommendation should look to the future in confidence that the candidate will enjoy a sustained career of high quality teaching, scholarship and/or creative activity, and professional service.

The university tenure statutes stipulate a six-year probationary period for assistant professors, four years for associate professors, and two years for professors. Tenure can be granted to assistant professors, but in this college it will be expected that a person worthy of recommendation for tenure at the end of the probationary period will also be ready for promotion to associate professor. Exceptions can be made, but the exceptional circumstance will require satisfactory explanation. Tenure decisions may occur at any time after a faculty member has been appointed in the university. An early tenure recommendation-whether for a tenured appointment in present rank or for promotion with tenure means that before the end of the probationary period the department and the college have developed the confidence in the quality of the faculty member that is required for such a long-term commitment.

Unlike tenure, promotion is awarded when a person has achieved specific accomplishments in teaching, scholarship and/or creative activity, and professional service, according to the standards established by the department, college, and university. Promotion through the academic ranks should be viewed as the normal progression of an academic career in which a faculty member successfully meets these standards. Some faculty members move through these ranks relatively quickly because they rapidly achieve success in all three areas of teaching, scholarship and/or creative activity, and service. Others move more slowly because they excel in one or the other area, but not all three. Still other faculty are promoted very slowly, or not at all, because they can show little or no accomplishment in one or more of the three areas of professional faculty activity.

B. Criteria and Standards Regarding Promotion and Tenure

1. The Tenure Decision

The candidate for tenure must demonstrate qualifications essential to the mission of the unit to which the candidate is assigned. These qualifications will encompass the areas of teaching, research/scholarship and/or creative activity and professional service. Since tenure pertains primarily to future employment, the decision to grant tenure should rest on evidence of sustained and continued productivity and a long-term commitment to successful teaching, scholarship and/or creative activity and professional service. While there is no single way that such evidence should be obtained and presented, the tenure dossier must include appropriate and clear documentation of evidence in all these areas as specified in the candidate's departmental operating paper, the 1996 SIUC Employee Handbook and Article XIII of the current Collective Bargaining Agreement between the SIU Board of Trustees and the SIUC Faculty Association.

In relation to the area of teaching, it is insufficient for candidates to meet their classes, take care of the routine work inevitably connected with teaching and receive merely "passing marks" in student and peer evaluations of their teaching. There should be enthusiasm for and knowledge of one's disciplinary field and a concern for students' intellectual and professional development. A teaching career that may last for more than thirty years in tenured status needs this kind of impetus at the time the tenure decision is made. If the department recommends tenure, it is the department's responsibility to demonstrate that the candidates show very good promise for long-term careers of effective teaching.

In terms of scholarship and/or creative activity, the tenure decision should not be based merely on some required number of publications or creative projects. Rather, it should

center on an overall assessment of the quality and quantity of the candidate's cumulative record of scholarly and/or creative activity. It is the department's responsibility to make this kind of assessment in reaching its tenure decision on the candidate, and to present a carefully reasoned and documented case regarding the scholarship and/or creative activity of the candidate to whom the decision pertains. This evidence and documentation should represent a record of achievements that is continuous over the probationary period of time, growing in recognition and commensurate with departmental and college norms.

Professional service is less critical in the tenure decision than are teaching and scholarship, particularly for junior faculty who will not have had sufficient time or opportunity for professional activities outside the university, or perhaps even outside their own department.

On the other hand, in some disciplines, or with some particular faculty, early development of professional activities other than teaching and scholarship are significant characteristics that should play an important role in the tenure decision. It is the responsibility of the department to assess this significance and to review evidence of professional service in making its tenure recommendation.

2. The Promotion Decision

Academic promotion is awarded for past accomplishments, not for future promises. Recommendations and decisions for promotion should be solidly based on evidence of specific accomplishments in teaching, scholarship, and service.

a. Promotion to Assistant Professor:

Promotion is not possible from any of the non-tenurable ranks, except as provided under the policy on Appointment of Faculty Contingent on Completion of Academic Requirements.

b. Promotion to Associate Professor.

Promotion from assistant professor to associate professor means that the faculty member has successfully moved through the first maturation stage of an academic career after completing the doctoral degree, terminal degree in the discipline, or degree equivalency determined by the appropriate department. Early uncertainties or difficulties as a teacher should have been resolved, and the faculty member's own particular teaching style will have been established. There should be strong positive evidence of teaching effectiveness within the range of courses that the faculty member has taught and within the particular style of teaching that the faculty member has established. Promotion to the rank of associate professor

should be awarded only to those faculty who have developed into effective university teachers.

In terms of scholarship, promotion from assistant professor to associate professor means that the faculty member has successfully completed research projects, resulting in the publication of that research in the form of books and/or articles in refereed journals; or chapters in edited books; or has successfully undertaken creative activities resulting in public performances or exhibitions of creative work or completion of artistic or design commissions. Other scholarly research or creative work that has been accepted for publication, exhibition or performance will be considered as part of the cumulative record. Other appropriate kinds of scholarship include: teaching oriented scholarship works in textbooks, journals, anthologies, magazines or newsletters; technical reports resulting from research grant contracts with a granting agency; the writing of novels, dramatic scripts, or poems; the presentation of public performances; musical compositions and recordings; the production of films, photographic essays, other audio-visual materials; the display or presentation of creative work or design projects. There can be no college wide formulae for the number or types of publication, projects or performances required for promotion to associate professor. The primary criterion is quality.

Professional service may be largely limited to departmental activities during the years before promotion to associate professor, although there may be specific requirements by individual departments. Since these are the years during which junior faculty members are establishing their teaching and scholarly credentials, primary emphasis should be placed on these aspects of their career at this time. Yet there is much work to be done in an academic department besides teaching and research, and the junior faculty may have the opportunity to participate in committee work and other departmental activities. If these faculty also engage in professional service outside the department-in the college, university, or beyond the university-the value of these services should be assessed by the department and credit for them recognized in the recommendation for promotion to associate professor.

c. Promotion to Professor:

Promotion to the professorship is the highest academic honor which SIUC currently awards to its own faculty. It constitutes certification that the person has developed into a fully-matured university faculty member who has made significant accomplishments in teaching, scholarship and/or creative activity, and

professional service.

For promotion to professor a faculty member should have sustained over the years a strong record of teaching effectiveness. For promotion to full professor, a faculty member is expected to have enriched student experiences in a variety of ways, through direct and indirect instruction. Promotion to professor should certify that this faculty member is a truly fine teacher.

The professorship should only be awarded to a faculty member who has demonstrated continued growth in and has a cumulative record of substantial peer-reviewed publications and/or peer-reviewed creative activities. The rank of professor can only be earned by a faculty member who has made significant contributions through his or her scholarship and/or creative activity, and who has acquired a substantial reputation among his or her peer-group of scholars outside this university. Promotion to professor should be based on scholarship and/or creative activity completed and published, and the significance of which has been certified by its reception within appropriate scholarly circles at the national or international level.

In terms of professional service, considerably more should be expected for promotion to professor than to associate professor. The faculty member should have assumed a strong role in the academic leadership of the department, and perhaps in the college, university and in the discipline as well. The faculty member may also have developed broad professional connections because of teaching and scholarly interests and accomplishments. In short, professional service at the department, college, university, and extra-university level is a natural corollary of the teacher/scholar who has assumed the full responsibility of an accomplished academician. The department decision on promotion to professor should include a careful assessment of the professional standing of the candidate which has resulted from that review.

C. Procedure for College Review of Candidates for Promotion and Tenure

Dossiers and recommendations regarding tenure and promotion will be reviewed at the college level by the standing committee on tenure and promotion committee and by the dean of the college. The standing committee (as described in section V. D. 9) will consist of faculty on tenured appointment in the college, and it will be appointed by the dean with the concurrence of the chairperson of the council by the end of September. Special care will be taken to appoint at

least two faculty members from departments within the fine and performing arts, the social sciences, and the humanities. There will also be an attempt to provide continuity from one year to the next by having at least two members on the standing committee who served on that committee in the previous year.

The committee is advisory to the dean, who will have responsibility for making final recommendations on promotion and tenure on behalf of the college to the provost and vice chancellor. It is the responsibility of the committee to review the dossiers and departmental recommendations within the framework of the departmental and college guidelines, and then to make its recommendations to the dean. The committee should vote on each candidate, and this recorded vote will be forwarded to the provost and vice chancellor, along with the dean's recommendations.

The dean may seek the advice of the associate deans of the college regarding promotion and tenure recommendations, but this will be considered as informal staff advice. The recommendations or opinions of the associate deans will not be forwarded to the provost and vice chancellor.

After the dean has made a preliminary decision on all departmental recommendations for promotion and tenure, he or she will inform the appropriate chair regarding each decision and will give the chair an opportunity to react to the decision. The dean will then make his or her final decision on all candidates and will forward the college recommendations to the provost and vice chancellor in a separate letter on each candidate which states the reasons for the positive or negative recommendation. Copies of this letter will be sent to the candidate and to the chair of the department.

IX FACULTY MERIT SALARY INCREASES

Merit salary increases recognize, distinguish among, and reward achievements by faculty in the pursuits of teaching, research and professional service. They also serve to foster improvement in academic achievements by individual faculty, and through them by his/her department, the college, and the university. Therefore, the criteria upon which they are based should be an expression of the best academic tradition and of the academic goals of the department, college, and university. The criteria and procedures presented in this section are to be consistent with those approved by the Faculty Senate and Graduate Council on April 9, 1985, or as subsequently amended or superseded. If contradictions arise between this section and the Faculty Senate/Graduate Council document, the latter shall prevail. Likewise, it is intended to supplement the merit salary increase criteria of the several departments and

to provide for maximum flexibility in their interpretation and implementation.

A. Evaluation Criteria

1. Each department shall have written merit salary increase guidelines that have been adopted by its faculty and approved by the dean and the vice chancellor for academic affairs & provost of SIUC. The guidelines shall include criteria and procedures for evaluation of teaching, research, and professional service. It shall take into account the mission of the department and college in these three areas of academic pursuit.
2. Departmental merit salary increase guidelines shall be written and administered so as to maintain the academic freedom of individual faculty.
3. Evaluation for merit salary increases at the departmental and collegiate levels shall be based upon the teaching, research, creative activity and service assignment of each faculty member. Faculty will not be held accountable for activities not in their assignment.
4. Merit salary increase evaluations are not intended to constrain academic achievement, and shall take cognizance of initiative and accomplishments in teaching, research and service beyond assigned duties.
5. The basis for evaluation shall be the calendar year. Evaluations may also take into account the two calendar years prior to the year under review in order to recognize year-to-year variation in available merit salary increase funds, and the inherently uneven pace of academic achievements.
6. The merit salary increase guidelines apply to that portion of salary increase funds established for merit in a given year. It excludes funds designated for across-the-board, promotion, or equity salary increases.

B. Evaluation Procedures

1. The dean shall establish the annual schedule for review of faculty assignments and evaluation of faculty achievement.
2. Each faculty member subject to merit salary increase evaluation shall receive from his/her chair the written evaluation upon which the faculty member's merit salary

increase recommendation is based. Each faculty member shall have the opportunity to discuss his/her evaluation with the chair. These steps shall be completed before such recommendations are submitted to the dean.

X CHANGES IN THIS OPERATING PAPER

- A. If any section, subsection, sentence, or clause of this operating paper shall be duly determined incompatible with the By-Laws and Statutes of the Board of Trustees of Southern Illinois University or the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA, such determination shall not affect the validity of the operating paper as a whole or of any section, subsection, sentence, clause thereof not suspended.
- B. Amendment
1. Any proposed amendment to this operating paper shall be submitted to the council.
 2. If approved by the council, the proposed amendment(s) shall be submitted to the dean for review, and if approved, the dean will submit the amendment(s) through higher administrative channels for review of their compatibility with state law, the by-laws, statutes, and periodic actions of the Board of Trustees, the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA, and the operating papers of other agencies or units of the university, as provided by the By-Laws and Statutes of the Board of Trustees, Part II, Article VIII.
 3. If formally approved by the dean after such consultation, the proposed amendment shall then be submitted to the voting faculty for ratification by secret mail ballot.
 4. Faculty ratification of amendments shall require approval by two-thirds of the votes cast, including at least a simple majority in each of the areas defined in Section VII.C.1.
 5. No proposal to amend the operating paper may be submitted to the voting faculty for ratification during the summer term.
 6. There shall be not less than one month's notice to the voting faculty of a vote to amend the operating paper.

7. The council is charged with the responsibility of modifying the operating paper to insure that it is compatible with state law, with the By-Laws', Statutes, and periodic actions of the Board of Trustees, the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA and with the operating papers of other units of the university, as provided by the By-Laws and Statutes of the Board of Trustees, Part II, Article VIII. Such modification would be subject to majority vote of the council.
8. Minor editorial changes in the operating paper to insure its linguistic conformity to current university terminology may be made by majority vote of the council.

XI RATIFICATION

This operating paper will become official when approved by a majority of the Faculty of the College of Liberal Arts as defined in the Collective Bargaining Agreement between the Board of Trustees of Southern Illinois University and the SIUC Faculty Association IEA/NEA, and the Chancellor (or Chancellor's designee) of Southern Illinois University at Carbondale.