

**BYLAWS
AND
PERSONNEL POLICIES AND PROCEDURES**

**College of Engineering and Engineering Technology
Northern Illinois University**

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TABLE OF CONTENTS

COMPLIANCE STATEMENT..... 4

STATEMENT ON CONFIDENTIALITY IN PERSONNEL MATTERS..... 5

SCOPE AND MISSION STATEMENT..... 6

BYLAWS 8

PERSONNEL POLICIES AND PROCEDURES..... 14

 PREFACE..... 14

 CRITERIA GUIDELINES FOR THE EVALUATION OF TEACHING
 EFFECTIVENESS, SCHOLARLY ACTIVITY, AND CONTRIBUTIONS TO THE
 UNIVERSITY..... 15

 EMPLOYMENT AND PROMOTION..... 19

 TENURE..... 24

 SABBATICAL LEAVE POLICY..... 27

 LEAVES WITHOUT PAY..... 28

 RECONSIDERATION AND APPEAL PROCEDURES..... 28

PERSONNEL PROCEDURES AT THE DEPARTMENT LEVEL	29
RESPONSIBILITIES OF DEPARTMENT CHAIRS	34
EVALUATION OF DEPARTMENT CHAIRS	36
EVALUATION OF ASSOCIATE DEAN & DIRECTOR	38
EVALUATION AND REVIEW OF DEAN	38

COMPLIANCE STATEMENT

The Bylaws and Personnel Policies and Procedures of the College of Engineering and Engineering Technology have been developed in compliance with those policies and practices of Northern Illinois University. For supplemental information refer to:

1. Northern Illinois University
Academic Procedures Manual
2. Northern Illinois University
Constitution and Bylaws
(October 1990)
3. Board of Trustees Governance Documents

EQUALITY OF TREATMENT

The university shall afford to all members of its community fair, impartial and equal treatment regardless of sex, race, national origin, marital status, or other factor unrelated to their scholarly or professional performance. The university may make specific provisions to promote affirmative action.

COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY

STATEMENT ON CONFIDENTIALITY IN PERSONNEL MATTERS

The College of Engineering and Engineering Technology recognizes the importance of confidentiality in personnel deliberations and supports the professional codes of confidentiality and ethics in personnel matters. Faculty members serving on any departmental or college committee related to personnel matters are bound to respect confidentiality in all such committee matters. This provision concerning confidentiality pertains to both oral statements and written materials and extends to college personnel deliberations that are submitted to other appropriate bodies. Violation of this provision is considered a serious offense by the College of Engineering and Engineering Technology, and one which is equally detrimental to effectively establishing and abiding by personnel policies.

SCOPE AND MISSION STATEMENT

COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY NORTHERN ILLINOIS UNIVERSITY

The College of Engineering and Engineering Technology was established by the State of Illinois to provide high quality undergraduate and graduate programs in engineering and technologies for the people of Illinois and to respond to the increasing demand for highly qualified professionals in the industries in the university's service region. The College is committed to offering programs which educate students in state-of-the-art knowledge in engineering and technology fields. The College participates in the University mission of the transmission, expansion, and application of knowledge through teaching, research, and professional and public service.

The College of Engineering and Engineering Technology is comprised of four departments: Electrical Engineering, Industrial Engineering, Mechanical Engineering, and Technology. The College seeks to actively recruit a student body which is representative of the state population and is committed to its continued growth and development.

The College has a firm commitment to achieving excellence in teaching and maintaining the highest standards in engineering and technology professional preparation. The College is also committed to being a significant contributor to the research being conducted in engineering and technological fields nationally and internationally. The College seeks to forge a close interaction with area industry and to foster an on-going exchange of ideas between faculty and practicing professionals.

In addition, the College emphasizes a partnership with area community colleges and cooperates closely with the engineering and technology transfer programs which have emerged in many of the two-year institutions. The College is also particularly attentive to the needs of industry-based personnel for off-campus work which will allow them to complete baccalaureate degrees or to achieve or maintain professional currency.

The College believes that through the quality of its academic programs, it will contribute to the economic and industrial growth of the state of Illinois. Through its teaching, research, professional and public service, the College seeks to:

- * provide a modern, high quality, and cost effective undergraduate education in engineering and technology that prepares students for work in industry vital to the region and nation.
- * provide modern graduate programs that will prepare qualified students and practicing professionals for

advanced work in academia, industry, and research laboratories.

- * cooperate with other colleges at Northern Illinois University and other universities in establishing interdisciplinary activities.
- * establish nationally recognized expertise in each of its departments.
- * cooperate with the region's community colleges by maintaining articulated transfer programs.
- * encourage minority students to pursue education in engineering or technology professions.
- * encourage participation in professional activities by all students and faculty in the College.
- * cooperate with industry by establishing programs in cooperative education, off-campus course offerings, exchange of professionals, adjunct professors, and cooperative use of laboratories.
- * interact with industry in establishing a cooperative on-campus industrial research facility.

BYLAWS

COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY NORTHERN ILLINOIS UNIVERSITY

ARTICLE I. THE DEAN

Section 1. The title of the executive officer of the College of Engineering and Engineering Technology shall be Dean. The dean shall serve a six-year term, renewable for additional terms of up to four years, each.

Section 2. The selection of the dean, the length of term, and/or the reappointment of the dean for an additional term, shall comply with Board of Regents policy (III.A.6) and NIU Bylaws procedures (Constitution and Bylaws, Oct. 90, Article 17).

Section 3. The responsibilities of the dean shall be those established in the Academic Procedures Manual (II, 5-3 through 5-5).

ARTICLE II. THE ASSOCIATE DEAN

Section 1. The title of the secondary executive officer of the College of Engineering and Engineering Technology shall be Associate Dean.

Section 2. The selection of the associate dean shall comply with NIU Bylaws procedures (Constitution and Bylaws, Oct. 90, Section 17.35), and the term of the associate dean shall be determined by the dean of the college (NIU, Constitution and Bylaws, Oct. 90, Section 17.35).

Section 3. The responsibilities of the associate dean shall be those of secondary executive officer; however, in the dean's absence or prolonged illness, the associate dean shall assume the full responsibilities of the dean of the college.

ARTICLE III. OTHER ADMINISTRATIVE APPOINTMENTS

Section 1. Department Chairs, Academic Units. There shall be a department chair for each department within the college. The department chair shall be chosen through a search process as described in the NIU Constitution and Bylaws, Oct. 90, Section 17.33.

The responsibilities of the department chair shall be those established in the Academic Procedures Manual.

Section 2. Director, College Computing Systems. This position shall be a faculty position without rank. Duties shall include managing, planning, and development of the college's on-campus and off-campus computing facilities, and supervising graduate students and other staff assigned to work in the college computing laboratories. This person will also be responsible for

training seminars for faculty, graduate students, and staff concerned with computing systems. The director has full responsibility for maintenance and administration of the computing systems. This person will also represent the college at the NIU Academic Computing Committee and will report directly to the dean of the college. The director shall serve as chairperson of the College Computing Committee.

The selection of the director shall comply with NIU Bylaws procedures (Constitution and Bylaws, Oct. 90, Section 17.4).

Section 3. Research Associate. This position shall be a faculty position without rank. Duties shall include research for administrative and scholarly projects within the college as well as coordination and application of this research. This position will be funded from locally generated funds. The selection of a research associate shall comply with the NIU Bylaws procedures concerning faculty searches (Constitution and Bylaws, Oct, 90, Section 17.4).

ARTICLE IV. STANDING COMMITTEES

The standing committees of the college shall be the College Council, College Curriculum Committee, College Senate, College Computing Committee, and Student Advisory Committee. The composition and duties of these committees shall comply with NIU Bylaws (Constitution and Bylaws, Oct. 90, Section 6.22 (NIU Constitution), Sections 14.1 through 14.223 (NIU Bylaws)).

Section 1. College Council

1. Composition

The College Council shall consist of tenured faculty of the college. There shall be a minimum of one member from each department elected for a four year term by and from the faculty of that department. Additional eligibility criteria shall be determined by the faculty of the college. The dean of the college shall serve as chair and shall be responsible for preparing an agenda for council approval. The dean, in regard to personnel matters, will be a non-voting, ex-officio member (NIU Constitution and Bylaws, Oct. 90, Section 6.13.)

Should a representative to the College Council not be able to attend a College Council meeting, the departments elected alternate will serve as a voting member at the meeting.

2. Duties

The duties of the College Council shall be to:

- a. act in an advisory capacity to the dean of the college on policy with respect to academic activities of the college;
- b. serve as the college personnel committee. The College Council at the beginning of each fall semester will elect a faculty chair from the Council to advise the dean and to serve on his/her behalf, when necessary, concerning personnel issues;
- c. make recommendations to the University Council concerning the policies of the college and the university;
- d. select the college council's representative from that college to the University Council Personnel Committee (UCPC). This appointee must not be a faculty member in a department which currently has a faculty member already serving on that committee.
- e. exercise all of the functions assigned to the college personnel committee by these bylaws.

Section 2. The Curriculum Committee

1. Composition

The Committee shall be chaired by the associate dean of the College and shall be composed of one full-time faculty member on a regular contract elected by and from each department. Each department representative shall serve a two year term with the Industrial Engineering and Electrical Engineering representatives elected in the odd numbered years and the Mechanical Engineering and Technology representatives elected in the even numbered years.

2. Duties

The Curriculum Committee shall be responsible for studying, accepting, or returning for revision all proposals submitted by departmental curriculum committees for establishing new courses, programs or curricula, for deleting or substituting courses, and for changing existing courses, programs, or curricula.

The Committee shall submit all proposals involving the general education program and undergraduate programs to the Undergraduate Curriculum Committee with its recommendations.

The Committee shall submit all proposals involving any graduate curricula and programs to the Graduate Council.

The Committee shall have the right to request the Undergraduate Coordinating Council to submit its decision to the University Council for review.

Section 3. COLLEGE SENATE

1. Composition

The College Senate shall be made up of the associate dean, academic department chairs, and the dean. The dean or the dean's designee shall serve as chair and be responsible for preparing the agenda.

2. Duties

The College Senate shall consider and review administrative matters of the college and advise the dean of the college on such matters.

Section 4. STUDENT ADVISORY COMMITTEE

1. Composition

The Student Advisory Committee membership consists of the president or a representative from each student organization within the college which is recognized by the Northern Illinois Student Association. The Associate Dean of the College of Engineering and Engineering Technology serves as the faculty advisor for the Student Advisory Committee.

2. Duties

The duties of the Student Advisory Committee include:

- * advising the dean of the college on all matters of direct concern to students;
- * appointing a student member to the University Council as a representative of the College of Engineering and Engineering Technology;
- * advising the student representative from the College of Engineering and Engineering Technology to the University Council;
- * appointing student members to university committees, councils, and boards;
- * participation in the selection process of the candidates for excellence in teaching awards and faculty awards;

Section 5. COMPUTING COMMITTEE

1. Composition

The membership of this committee consists of one elected member by and from each department and the Director of the College Computing Systems. To insure continuity, the Electrical Engineering Department and Technology Department will elect members in years ending with odd numbers and the Mechanical Engineering Department and Industrial Engineering Department will elect in years ending with even numbers. Each member shall be elected to serve a two year term.

2. Duties

The College of Engineering and Engineering Technology Computing Committee serves in an advisory capacity to the dean. The committee is charged with the responsibility of addressing all computer issues related to the academic and research environment within the college as well as the interfacing to "external" networks and resources. The committee's mission includes all aspects of computer integration, as an across-curriculum tool and resource in all technical and laboratory courses. The College Computing Committee shall interact with the College Curriculum Committee by having an elected member serve as an ex-officio member in an advisory capacity to the College Curriculum Committee.

Section 6. COLLEGE ACADEMIC REINSTATEMENT COMMITTEE

1. Composition

The College Academic Reinstatement Committee shall be chaired by the associate dean of the College and shall be composed of one full-time faculty member on a regular contract elected by and from each department in the College, and an undergraduate student from the student advisory committee or appointed by the student advisory committee. Each department and student representative shall be elected annually during the spring semester; the appointment will begin in August of the following academic year and will end in the following July.

2. Duties

The duties of the College Academic Reinstatement Committee shall be to review and recommend that the dean or his designee grant or deny petitions for reinstatement of undergraduate students who have been dismissed from the university for scholastic reasons and who subsequently have petitioned for reinstatement.

The College Academic Reinstatement Committee shall annually report their procedures and actions to the NIU Admissions Policies and Academic Standards Committee.

ARTICLE V. AD HOC COMMITTEES

Section 1. The College of Engineering and Engineering Technology will also function with various committees as deemed appropriate by the administration and faculty of the college. Membership, procedures and duties of the various committees shall be determined within university guidelines by the administration and faculty of the college.

ARTICLE VI. FACULTY GRIEVANCES

Section 1. The college shall comply with university and Board of Regents policies, procedures and regulations regarding all faculty grievance matters.

ARTICLE VII. AMENDMENTS AND REVISIONS TO THESE BYLAWS

Section 1. Written notice of a proposed amendment may be presented at any meeting of the faculty of the college by any regular CEET faculty member, but no final action shall be taken on a proposed amendment at that meeting. All faculty members must be provided with a written draft of any proposed amendment at least one week before the meeting.

Section 2. To become effective a proposed amendment must be approved by two-thirds of the regular CEET faculty. The vote will be by secret ballot through the mail, and every regular CEET faculty member will be informed of the proposed amendment and provided with a ballot. The Dean of the college will be responsible for administering the vote. The vote must be conducted no later than one month after the faculty meeting at which the proposed amendment is presented, unless the meeting occurs less than one month before the end of a regular semester. In this case, the vote will be conducted no later than one month after the beginning of the next regular semester.

Section 3. Final agreement for the amendment must be obtained from appropriate university and/or Board of Trustees personnel, committees or officers.

PERSONNEL POLICIES AND PROCEDURES
COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY
NORTHERN ILLINOIS UNIVERSITY

PREFACE

The policies and procedures outlined in this document provide a vehicle for meeting the objectives of the university academic personnel policies. It is the responsibility of the college and individual departments, however, to ensure the effective administration of these policies in order to produce the desired results. As such, all persons involved in the personnel process of this college should be guided by these personnel policies, procedures and criteria.

**PERSONNEL DECISIONS WITHIN THE
COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY**

**I. CRITERIA GUIDELINES FOR THE EVALUATIONS OF TEACHING
EFFECTIVENESS, SCHOLARLY ACTIVITY, AND CONTRIBUTIONS TO THE
UNIVERSITY.**

Faculty members and department chairs shall be reviewed annually during the time indicated on the University and College Schedule for Personnel Decisions. There shall also be end-of-term reviews for department chairs and the dean of the college.

The following is a general description of evidence which shall be used for evaluations associated with the granting of tenure, for promotion in rank, for the determination of merit used in the distribution of funds for salary increments, and for the determination of reappointment or non-reappointment.

NOTE: To be considered for evaluation the scholarly material such as articles, books, grants, etc. must have been published or must have completed the peer review process of the scholarly output sought and a written statement of final completion of the process must be submitted with the Faculty Service Report.

Evidence of accomplishment has been catalogued under three divisions in accordance with the NIU Constitution and Bylaws. These factors relate directly to the needs of the College of Engineering and Engineering Technology as expressed in the Mission Statement. Faculty will be rated, within their respective ranks, on a five (5) point scale in the three areas shown below. The items listed below should be viewed within the context of the NIU Bylaws, and are provided to give examples of the kinds of activities that are appropriate to the College of Engineering and Engineering Technology:

Teaching Effectiveness
Research and Scholarly Achievement
University and Professional Service

Correlating descriptors of the five-point scale shall be as follows:

0	No Faculty Service Report submitted
1	Unsatisfactory
2	Minimally satisfactory
3	Satisfactory
4	Highly satisfactory
5	Outstanding

The Personnel Committee and the department chair shall rate each faculty member on this five-point scale, and will assign each faculty member an individual overall point rating on a continuous scale between 1 to 5. The assignment of merit dollars to faculty will reflect faculty merit rating and may reflect professorial rank.

Decisions regarding retention, tenure, sabbatical leaves, leaves of absence, salary and promotion originate in the department in which a faculty member holds academic rank. The origination of each recommendation requires that the department justify its decision through documentation which carefully assesses the quality of each faculty member's performance as a teacher, achievements as a researcher and scholar, and service contributions to campus community and to the profession.

All recommendations are prepared within the framework of College, University, and Board of Regents criteria and procedures. Throughout the process of decision making, the faculty member will be informed of the decision being forwarded by each level of academic governance. Reconsideration and appeal procedures are covered in Article VII of this document.

A. Teaching Effectiveness

All on-campus and off-campus instructional activities must be evaluated. Faculty members shall be evaluated in their specialties in each of the following categories:

1. Provides up-to-date courses as indicated by:
 - a. Nature of the text, projects, and other course assignments.
 - b. Course syllabus.
 - c. Embellishment of lectures and discussions with up-to-date references and/or experiences.
2. Performs satisfactorily in the classroom and in student
 - a. Ability in verbal and written communication with students and peers
 - b. Enthusiasm for the subject
 - c. Effectiveness in creating an atmosphere that will encourage each student's efforts to learn and think
 - d. Dedication to teaching responsibilities such as conducting a significant learning experience for each and every scheduled class
 - e. Openness in the discussion of a variety of views and tolerance for the expression of different views
 - f. Fairness and skill in evaluating student performance
 - g. Maintenance of appropriately high standards for student performance

- h. Willingness to assist students on an individual basis
- 3. Is willing to be of service to students
 - a. Academic advising
 - b. Availability to students (office hours, etc.)
- 4. Makes an effort to continuously improve teaching which may be indicated by:
 - a. Innovation or experimentation in methods
 - b. Attendance of relevant seminars, short courses, etc.
 - c. Assessing his/her effectiveness as a teacher should be based as a minimum, on: student course evaluation and peer evaluation of the faculty member and may also include: alumni evaluations, discussion with and/or observation by colleagues, videotaping, industrial advisory group comments.

B. Research and Scholarly Achievement

Each faculty member shall be evaluated according to his/her activities in the following:

1. To be considered for evaluation the scholarly material must have been published or must have completed the peer review process of the scholarly output sought. A written statement of final completion of the process must be submitted with the Faculty Service Report. This includes books, grants, refereed conference proceedings, pamphlets, patents, and articles in professional journals.
 - * The highest rating of journal articles shall be given to juried, refereed professional journals and journals which are distributed to professionals within one's discipline.
 - * Books should be evaluated on the basis of scholarship and contribution to the literature.
 - * Academic videotapes and software packages should be evaluated on the basis of scholarship and accompanying supporting publications and manuals.
2. Research should be related to the mission of the college and to the individual's teaching field. Evidence of research activities can be indicated by:
 - (a) Receiving competitive grants from external sources (as principal or co-principal investigator)
 - (b) Receiving competitive grants from within the university

- (c) Conducting research with one's own resources
- (d) Credit may also be given for grants for the acquisition of funds for new equipment to be used in research and teaching.

3. Additional scholarly accomplishments:

- (a) Presentation of scholarly papers and speeches before meetings of organizations associated with one's discipline as evidenced by letters of acceptance
- (b) Published reviews of books, articles, software packages, videos, monographs, etc.
- (c) Patents

C. University and Professional Service

Each faculty member shall be evaluated according to the degree that he/she has fulfilled faculty member obligations in the following:

1. Professional Achievement

- a. Activity in keeping up-to-date in his/her field of study.

Evidence of such activity may be indicated by:

- (1) Membership and the level of membership in professional organizations
- (2) Professional registrations
- (3) Active participation in professional meetings
- (4) Enrollment in courses, seminars, etc.
- (5) Leadership positions in professional organizations
- (6) Service as reviewers for refereed journals, government granting agencies, publishers, etc.

- b. Accomplishments in public service including service on countries.

2. Service to the department, college, and university through the competent performance of committee and other assignments.

II. EMPLOYMENT AND PROMOTION¹

A. General Policy Statement

1. Recommendations for promotion to all academic ranks shall be based on evidence that the faculty member has fulfilled all minimum requirements as specified by the NIU Bylaws, college guidelines, and departmental guidelines.
2. College-wide criteria and standards should be applied by each department. Any deviation from this must be approved by the College Council which has the responsibility to assure relatively similar standards for all departments.
3. The College of Engineering and Engineering Technology has high expectations for all faculty in terms of professional ethics and conduct in all academic, research, and service areas.

B. Educational Requirements for Academic Rank

1. Normal prerequisites for academic rank and related titles.

The following educational requirements are considered to be the normal prerequisites for appointment at or promotion to academic ranks and related titles.

- a. Professor. The candidate must possess an earned doctorate in an appropriate field of study in engineering, or technology to be employed at or promoted to the rank of full professor.
- b. Associate professor. To qualify for the rank of associate professor, the candidate must possess the earned doctorate in an appropriate field of study in engineering or technology.
- c. Assistant professor. Candidates for the rank of assistant professor must have completed thirty (30) semester hours of appropriate graduate work beyond the master's degree in engineering, or technology. Credit for such work must be earned

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All references to degrees imply that the degree is "earned" and it is granted by a properly and appropriately accredited university. Those faculty who have earned doctorates from a university not located in the United States should submit their transcripts and other supporting documents to the Graduate School for Evaluation of comparability. Items B through H are taken from the Board of Regents Board Regulations, Section IIIA, pages 3 through 5.

at an institution which awards the doctorate in the appropriate field.

- d. Instructor. Instructors must possess a master's degree.
- e. Adjunct professor. Individuals holding adjunct appointments (adjunct professor, adjunct associate professor, and adjunct assistant professor) must have credentials equivalent to those of persons appointed to comparable professorial rank on the regular faculty.
- f. Faculty assistants. Faculty assistants must possess a bachelor's degree.
- g. Lecturer. The rank of lecturer may be given to those persons who possess special qualifications, not necessarily expressed by the usual academic preparation.

2. Exceptions.

All faculty members must possess at least a bachelor's degree appropriate to the discipline.

Appointments or promotions requiring higher degree levels should be carefully deliberated under "Equivalency" or "Exceptional" conditions by appropriate institutional reviewing bodies whose final recommendations will be presented to the Board of Regents by the President. The recommendations to the Board of Regents also should include the recommendations of the department chair and dean of the college.

C. Equal Opportunity and Affirmative Action

The university shall afford to all members of its community fair, impartial and equal treatment regardless of sex, race, national origin, marital status, or other factor unrelated to their scholarly or professional performance. The university may make specific provisions to promote affirmative action.

D. College of Engineering and Engineering Technology Criteria for Employment or Promotion.

1. Assistant professor.

- a. Candidates for the rank of assistant professor must have completed thirty (30) semester hours of appropriate graduate work beyond the master's degree in engineering or technology. Credit for

such work must be earned at an institution which awards the doctorate in the appropriate field.

- b. Promotion to assistant professor is premised upon the likelihood of advancement in the field, as demonstrated by an earned doctorate, a similar educational or professional accomplishment, or an ability for leadership in his/her discipline.
- c. The candidate must have demonstrated a willingness to contribute and cooperate on assignments associated with departmental and college activity.

2. Associate professor.

- a. To be employed as an associate professor or to be promoted to that rank, a person must have an earned doctorate in the subject area or have clearly demonstrated equivalent knowledge of the subject and professional competency. Such employment or promotion to associate professor rank without the earned doctorate is an exception (to the general rule) which must be justified by the merits of the individual.
- b. The candidate must have demonstrated high level competence as a teacher as determined by the department.
- c. The candidate must have demonstrated professional competence in the following categories:
 - (1) Scholarship, as evidenced by funded or unfunded research, books, monographs or articles, or principal direction of theses and/or dissertations.
 - (2) Professional activities as demonstrated by consultantships in the private sector or government agencies, sponsorship/development of seminars, officer roles in professional organizations--regional or national, or in-service experiences which contribute to the competence of the faculty member.
 - (3) Leadership in the university community (departmental, college, or university) of a type which promotes the fulfillment of the educational mission of the university as evidenced by service on major committees, administrative involvement, or promotion of a climate conducive to the improvement of the education of the students.

- d. The candidate must have demonstrated a willingness to contribute and cooperate on assignments associated with departmental and college activity.

3. Professor.

- a. To be employed as a professor, or to be promoted to that rank, a person must have an earned doctorate, with proven competence in the subject area.
- b. The candidate must have demonstrated a sustained commitment to and continuation of a high level of performance in teaching.
- c. The candidate must have demonstrated professional competence in each of the following categories and outstanding performance in at least one of them:
 - (1) Scholarship, as evidenced by funded and unfunded research, books, monographs or articles, or principal direction of theses and/or dissertations.
 - (2) Professional activities as demonstrated by consultantships in the private sector or government agencies, sponsorship/development of seminars, leadership in professional organizations--regional or national, or in-service experiences which contribute to the competence of the faculty member.
 - (3) Leadership in the university community (departmental, college, or university) of a type which promotes the fulfillment of the educational mission of the university as evidenced by service on major committees, administrative involvement, or promotion of the education of the students.
- d. The candidate must have demonstrated a willingness to contribute and cooperate on assignments associated with departmental and college activity.

E. Specific Procedures

All applicants must follow these procedures:

- 1. The necessary forms and time schedule for submission of promotion materials will be provided by the department

chair. This time schedule will comply with college and university submission dates for promotion recommendations.

2. After a faculty member's application for promotion is received by the department chair, the department chair and personnel committee shall review each case and reach an independent decision on the faculty member's application for promotion. The faculty member shall be informed in writing of the chair's and the personnel committee's decisions as well as the basis for these decisions (NIU Bylaws, Oct '90, Section 6.23).

F. Extraordinary Performance and Extraordinary Circumstances in Consideration for Promotion and Tenure

1. Extraordinary Performance.

- a. Performance must exceed significantly the minimum standards and accomplishments required for promotion at the sixth-year level.
- b. Documentation must be supplied to support the characterization of performance as "extraordinary".

2. College Definition of Extraordinary Achievement and Extraordinary Circumstance

Individual departments must establish mechanisms for determining which candidates to recommend for early promotion and tenure. The usual personnel process will be followed in the case of extraordinary achievement or extraordinary circumstance.

Two categories of extraordinary achievement are recognized:

1. Early attainment of usual performance levels:

It is an extraordinary achievement for faculty, during two consecutive years before their sixth year, to perform at or above the levels normally expected for promotion in the candidate's department, in the areas of teaching, scholarship, and service. ('Level' is intended to mean an amount, per year, of appropriate-quality results.)

2. Performance in one area recognized nationally as exceptional:

It is an extraordinary achievement for faculty to earn recognition at the national level for one or

more attainments in scholarship, practical applications, education, service, or other areas relevant to the department, college, or university mission. Recognition at the national level means that leading experts in a discipline, or a considerable fraction of practitioners nationwide, admire an achievement because it reflects outstanding ability or judgement, or satisfies a significant unmet need, or is unusually rare.

Determining whether a candidate's performance qualifies must rely primarily on competent external evaluations.

Such excellence may, but does not necessarily, compensate for deficiencies in other areas.

3. Extraordinary circumstance may also be recognized:

Extraordinary circumstance will be considered to exist if a situation arises which significantly affects the overall academic growth and mission of the department, and/or college, and/or university.

III. TENURE

A. General Policy

The criteria for tenure in the College of Engineering and Engineering Technology are the same as that reported in the NIU Bylaws, and the Board of Regents Board Regulations.

1. Probationary service expectations.

Newly appointed faculty members shall not be offered immediate tenure except under highly unusual circumstances and then only after advance permission has been received from the Board of Regents. Such permission shall be requested prior to serious discussion of contract terms between the university and the prospective faculty member.

2. Annual Progress Toward Tenure

Untenured faculty in tenure-track positions must receive annually a written evaluation of their progress toward the achievement of tenure from the department. A copy of each such annual report shall be forwarded to the appropriate college dean.

3. Third Year Progress Toward Tenure

A particularly thorough and formal annual evaluation of the progress toward tenure of those faculty on a seven-

year probationary tenure track shall be conducted during the spring of the faculty member's third year by the department. A statement shall be appended to this evaluation which specifies the department's long-term need for the position held by the probationary faculty member. This evaluation shall be shared with the concerned probationary faculty member and the college dean.

Faculty members normally will not be granted tenure:

- a. Prior to the completion of five years of relevant full-time university service, for those individuals with three years or less of full-time experience at the rank of instructor or above at one or more institutions of higher education.
- b. Prior to the completion of three years of relevant full-time university service for those individuals with more than three years of full-time experience at the rank of instructor or above at one or more institutions of higher education.

The probationary period for faculty members with more than three years of previous university experience may be extended beyond that which would normally be expected up to a length equivalent to that of new faculty with three years or less of previous experience if this is agreed to by both the faculty member and the university at the time of initial appointment.

Time served on a temporary appointment shall not be countable toward completion of tenure probationary requirements unless the employee is moved from temporary to tenure-track status and the previous temporary service was full-time, consecutive, and at the rank of instructor or above. In such a case the University may shorten the probationary period but any such reduction must be agreed to by the employee and the University in the initial tenure-track contract. However, under no circumstances shall the tenure probationary period be less than three years in length.

4. Evaluative criteria and procedures.

In deciding whether to recommend awarding tenure, the departments of the college shall give major attention to the quality of individual performance. Other appropriate criteria including sufficient program staffing need should be considered to warrant the addition of a tenured faculty member to the department. The departments shall establish procedures that are both

fair and efficient and which employ appropriate criteria to make this decision. Evaluations of the quality of teaching shall take into consideration student input and a departmental policy on student evaluations of teaching shall be established for this purpose.

5. Probationary service and leaves of absence.

Time spent on a leave of absence will not be counted toward the probationary period of service unless the university and the faculty member agree at the time the leave is granted that the purpose of the leave is such that it should count in the probationary period. Ordinarily a leave of absence to pursue political activity will not count toward the fulfillment of the probationary period of service.

6. Staffing Plans.

Each department shall prepare annually a five-year staffing plan (or revised extension of such a plan). This plan will include information on tenure, promotion, retirements, anticipated vacancies and new positions and any other information of a personnel character of major importance. The plan should also indicate future staffing plans for a period of five years. Each department shall evaluate, discuss, revise and approve these plans. On the basis of this plan, each department shall present a report each year to the college. This report will indicate the present and anticipated future tenure and rank percentages of the college and other information on academic staffing that is deemed important. The staffing plan prepared by each department will not be construed as either explicit or implicit commitments on individual tenure and promotion decisions. Such decisions shall only be made in accordance with formal faculty evaluation procedures and Board of Regents approval.

7. It is strongly recommended that decisions regarding faculty members on probation who are deemed inappropriate for a tenure appointment be made as early as such determination can be made in accordance with the Board of Regents policy.

B. Specific Procedures

1. The necessary forms and time schedule for submission of tenure material will be provided by the department chair. This time schedule will comply with college and university submission dates for tenure recommendations.

2. After a faculty member's application for tenure is received by the department chair, the department chair

and personnel committee shall review each case and reach independent decisions on the faculty member's application for tenure. The faculty member shall be informed of the chair's and the personnel committee's decision in writing.

3. Additional procedures will comply with those prescribed in the NIU Bylaws.

IV. SABBATICAL LEAVE POLICY

The College of Engineering and Engineering Technology follows the sabbatical leave policy as reported in the NIU Bylaws.

In addition to the policy reported in the NIU Bylaws, the following excerpts have been outlined and are deemed worthy of special notation:

- A. Department personnel committees should concern themselves only with the academic merits of sabbatical leave proposals. Administrators should take responsibility for determining the feasibility of releasing the individual.
- B. All proposals, approved or not, must be ranked and sent forward at each level. Criteria used in ranking must also be forwarded.
- C. Sabbatical leaves for administrators should follow the NIU Bylaws (NIU Bylaws, Oct. 90, Section 8.35.)
- D. Criteria for Ranking Sabbatical Leave Requests:

The following items shall be considered when ranking sabbatical leave requests.

1. Applicants for sabbatical leaves must meet university qualifications with regard to tenure, length of service, and time of service since last sabbatical leave.
2. Reports of prior sabbatical leaves must be reviewed and the outcome taken into account for ranking additional sabbatical leave requests.
3. Length of service and faculty rank shall not be considered in ranking of sabbatical leave requests.
4. The ranking of sabbatical leave requests should take into account the following:
 - a. Probability of success.
 - b. Contribution to the college.

- c. Potential for further scholarly activity.
- d. Tangible outcome.

V. LEAVES WITHOUT PAY

Faculty and administrative employees are not entitled to leaves of absence as a matter of right. The department chair should weigh carefully the benefits and the disadvantages of each individual request for leave of absence without salary for personal cause and shall recommend to the dean only those requests that meet the following conditions:

- A. There is assurance that the vacated position can either be absorbed or that a suitable replacement can be secured.
- B. The departmental chair should consider leaves without pay to be an administrative matter between the chair and the dean of the college. When such leaves are approved, the chair should report such action to the respective departmental faculty. The dean, in turn, reports the action to the College Senate and the College Council.
- C. The regular appeal process will apply in the case of disagreement or denial.

VI. RECONSIDERATION AND APPEAL PROCEDURES

Once a personnel decision has been made at the departmental level and communicated in writing to the faculty member, the faculty member may ask for reconsideration at the departmental level. The written communication to the faculty member must be made immediately by the body making that decision. If the original departmental decision is sustained, the faculty member may appeal the decision to the College Council. An appeal to the College Council can only be made after all avenues of reconsideration at the departmental level have been exhausted.

- A. Reconsideration
 - 1. Procedures for reconsideration must be established by each department and approved by the College Council.
 - 2. Request for reconsideration must be in writing to the body which denied the request detailing grounds and any additional evidence supporting the basis for reconsideration.
 - 3. Request for reconsideration must be made within ten days of notification of decision.

4. All requests for reconsideration must be acted upon by the departmental body prior to the submittal of original request to the College Council.
5. The decision shall be communicated to the faculty member requesting reconsideration.

B. Appeal

1. When disagreements are not resolved through the reconsideration process at the departmental level, any party involved may initiate a formal appeal to the College Council.
2. Request for appeal must be submitted in writing, within ten working days of receiving the written decision, to the College Council stating detailed grounds and evidence supporting one or more of the bases for appeal.
3. College Council shall notify in writing all parties that an appeal has been initiated.
4. The department shall forward to all parties a written statement outlining the procedures followed and criteria used to arrive at their decision.
5. The appellant shall respond to the College Council in writing concerning the departmental reports.
6. The College Council and dean shall hear all parties.
7. The College Council shall render a decision.
8. The dean of the college shall render an independent decision and inform all parties in writing of the College Council's decision and whether or not he/she concurs with that decision.
9. All written formal statements used in this appeal are to be transmitted to the UCPC.

In accordance with university practices, the department's unanimous judgment shall be overridden only on the basis of substantial evidence that inadequate or inappropriate professional standards or evidence were used by the department. The college shall determine how such evidence is to be obtained and evaluated.

VII. PERSONNEL PROCEDURES AT THE DEPARTMENT LEVEL

Refer also to the NIU bylaws for additional information relative to personnel procedures at the department level.

A. Personnel Guidelines

1. Each department chair is responsible for making departmental personnel guidelines and other policy statements available to all faculty.
2. All departments shall annually review their guidelines in order to make them consistent with the university and with college guidelines. Change in the departmental guidelines shall be submitted for approval to the College Council. The College Council will communicate its approval or disapproval in writing, outlining any areas of concern.
3. When the departmental guidelines for all departments are received and approved by the College Council, they should remain in force continuously unless a department requests a change; in which event, the changed guidelines must be submitted in writing to the College Council no later than 30 days from the beginning of the spring semester. The review of departmental guidelines should be an automatic agenda item each year at a departmental meeting during the first two weeks of the spring semester. This procedure will be followed unless a change is required by university regulations. These changes, when approved, become effective in the evaluation of the next year; e.g., changes approved during Spring, 1991 will be used for evaluation of calendar year 1992.

B. Personnel Process

1. The Bylaws of the University make it clear that the department is responsible for evaluating consistently and fairly the professional competence of faculty.
2. The Faculty Service Report is the official record of faculty activities for merit evaluation purposes.
3. At the departmental level, the determination of evaluation of faculty performance for merit should be performed independently by the chair and the personnel committee.
4. The personnel committee shall concern itself with merit evaluation of faculty, sabbatical leaves, tenure, promotion, retention, personnel policies and procedures and evaluation of the chair's performance.
5. Personnel committees act on sabbatical leaves, tenure, promotion, and retention in response to documents submitted by faculty members. The chair shall have the opportunity to agree or disagree with the decision. Efforts will be made to reconcile any differences. An exchange of information is recommended. Any

irreconcilable differences will be brought before the attention of the College Council in the form of two separate recommendations.

C. Composition of the Department Personnel Committee and Related Information

1. The personnel committee shall consist of a minimum of three elected members. The College Council representative will initiate the election process for the Personnel Committee in the spring semester for the following academic year. The plan for elections must be reviewed and approved by the College Council.
2. The membership shall be limited to professors, associate professors and assistant professors with tenure. Exceptions to this rule must be approved by the College Council. Both the department chair and the department's representative to the College Council shall be non-voting, ex-officio members of the department personnel committee.
3. A committee member who is being considered for sabbatical leave shall absent himself/herself from all rankings or ratings of self and all other members that are so being considered and in addition shall be absent from discussion of his/her own merit rating. With regard to promotion deliberations, the departmental personnel committee member shall absent himself/herself only from all discussions or applications for promotion to the rank for which he/she has applied.
4. The College Council representative shall cast no vote in the departmental personnel committee's deliberations. He/she should serve as a neutral resource person.
5. In the pre-deliberation stage of the annual departmental personnel review, the chair shall meet with the personnel committee and the College Council representative for the purpose of reviewing department, college and university guidelines.
6. Department chairs and college council representatives shall not serve as chair of the department personnel committee.
7. No department personnel committee shall meet with less than 2/3 of voting members present unless the committee is made up of 3 members, in which case all voting members must be present for a meeting to be held.

8. The College Council representative shall be present at all departmental reconsideration hearings but has no voting privileges.
9. Should a department find it necessary to deviate from these policies it shall petition to the College Council for review and consideration.

D. Voting

Only tenure-track or tenured full-time faculty in the College of Engineering and Engineering Technology will be eligible to vote in the election of members to all Personnel committees.

E. Merit Ratings

An extremely important responsibility of the departmental personnel committee is the merit evaluation of the faculty.

1. The departments shall, at regular intervals, review and evaluate the performance of tenured faculty in order to offer constructive guidance and to encourage a continuing high level of faculty accomplishment. Each department shall establish the policies, procedures and criteria needed to accomplish such periodic evaluations, and a report of the results of such evaluations shall be made to the dean.
2. In evaluating faculty, each department shall establish a system for determining the weights to be assigned to each of the three categories (teaching, scholarship, and service). Merit points assigned to each faculty member in each of these categories should reflect objective differences in his/her performance.
3. The implementing procedures to be used in arriving at the faculty ratings must be presented to the department faculty by the departmental personnel committee for review and approval prior to the period of evaluation. All persons involved in the merit evaluation process shall use the same departmental rating system. The department implementing procedures must be submitted to the College Council for approval before the department rating process begins. (These data may be used later by UCPC, Special Hearing Board or the Affirmative Action officer.)
 - a. Upon receiving notification of personnel decision deadlines from the Provost Office, the Dean's Office will notify the College Council and the Senate of these deadlines. The College Council then sets the college deadlines accordingly and each Council member reports this information to their

departmental personnel committees. This committee then sets the departmental deadlines accordingly and makes the faculty aware of the same.

4. In the assessment of an individual's committee service, the following criteria should be considered:
 - a. Amount of time required
 - b. Degree of preparation required
 - c. Nature of decision making
 - d. Breadth of responsibility
 - e. Regularity of attendance
 - f. Quality of contribution

Committees which are shown in the latest Boards, Councils, Committees handbook, including their subcommittees, will be considered "official" (as well as university, college, and departmental ad hoc committees, and appointed or elected committees). Committees not considered official will be viewed as a voluntary contribution of the faculty member's time and will not be given merit points toward university service.

Community service may be considered by the department if it so desires; consistency in evaluation is of the essence.

5. The merit rating for teaching should be based, as a minimum, on: student course evaluation and peer evaluation of the faculty member.

The peer evaluation of the faculty member is the development of an independent professional evaluation by the departmental personnel committee.

This evaluation is to be made independent of student course evaluations of the faculty member.

6. Determination of merit ratings for faculty members: first-year member, sabbatical leave, leave without pay and sick leave.

- a. First-year faculty member.

During the first two semesters of service, tenure track faculty new to NIU will be given a merit rating equivalent to at least the mean of the ratings given to the other faculty members of the department. Following those semesters, faculty new to NIU will be evaluated with the same guidelines as other faculty members.

- b. Faculty on sabbatical leave.

Within 60 days after return to regular duties, each person who has been on leave shall submit a written report to the departmental personnel committee, the department chair, the dean, and the provost describing his/her personal scholarly activities during the sabbatical leave. If this report reflects significant professional activity, the department personnel committee will award a merit rating which will be at least an average of that person's merit rating for the last three years. If the report reflects inadequate professional activity, the merit rating may be lowered. All professional, scholarly, and service activities by faculty members during a one-semester sabbatical leave should be evaluated and included as a component of the merit evaluation period.

c. Faculty on leave of absence without pay.

When a faculty member returns from leave without pay, the sabbatical rules shall apply if the individual has been engaged in professional activities. In other instances the individual shall be assured at least the lowest merit rating received in the preceding three years unless the dean of the college, at the time the faculty member's leave was approved, specified that there will be no increment for the leave year. The department personnel committee will issue the merit rating.

d. Sick leave.

When a faculty member returns from extended sick leave or disability leave, the dean and the department chair, in consultation with the departmental personnel committee, shall make a recommendation to the Vice-President and Provost as to an appropriate salary adjustment.

Merit ratings for faculty returning from extended sick leave should be awarded on the basis of the average of the three previous years' ratings of the faculty member.

7. Merit ratings for persons with multiple appointments.

The college shall comply with the NIU policy on joint appointments.

VIII. RESPONSIBILITIES OF DEPARTMENT CHAIRS

- A. A department chair is the academic leader and administrative officer of a department within a college and is accountable directly to the dean of the college. Each

department chair is responsible for the functioning of the department as an instructional, research, and public service unit of a college within the university. The department chair provides leadership in working with faculty to form effective policies for the department, to define its mission and priorities, and to increase its capacity to carry out that mission with distinction.

The quality of departmental leadership can be measured by such factors as:

1. The strength of the faculty attracted and retained.
 2. The quality of the department's academic program.
 3. The enthusiasm of alumni, faculty and students for the department's program.
 4. The quality of representation concerning the mission and needs of the department which is provided to units and agencies outside the department.
 5. The level and degree of effective cooperation which is provided to units and agencies outside the department.
 6. The handling of departmental affairs so as to maximize the time and effort faculty can devote to their professional activities--teaching, scholarship, academic counseling and public service--so as to minimize their being distracted by administrative details.
 7. The maintenance of high professional and ethical standards on the part of the department in carrying out its responsibilities.
 8. The ability to get the department to respond with dispatch in facilitating change where necessary, without violating the rights or ignoring the responsibilities of faculty or students.
- B. In addition, a department chair's responsibilities include but are not limited to the following activities:
1. Budgeting and fiscal management of departmental resources.
 2. Managing day-to-day administrative responsibilities.
 3. Scheduling and providing for student advisement.
 4. Supervising the operating staff assigned to the department.

5. Determining and scheduling faculty assignments. Assignments may include but are not limited to the following:
 - a. Teaching
 - b. Research
 - c. University service
 - d. Departmental administrative duties
 - e. Non-elective departmental committees
 - f. Public service
6. Evaluating faculty performance for merit, salary, tenure, promotion, and sabbatical recommendations.

IX. EVALUATION OF DEPARTMENT CHAIRS

The total evaluation process will be administered by the dean of the College of Engineering and Engineering Technology based on the input from the department personnel committee and other appropriate sources.

The dean of the College of Engineering and Engineering Technology and the department personnel committee should evaluate the department chairs using the process and criteria outlined below.

A. Annual Chair Review -- To be performed by the Dean -

The dean of the College of Engineering and Engineering Technology will evaluate department chairs taking into consideration information gathered from faculty, staff, and other appropriate sources. The assessment will measure the following areas:

1. The strength of the faculty attracted and retained.
2. The quality of the department's academic program.
3. The enthusiasm of alumni, faculty and students for the department's program.
4. The quality of representation concerning the mission and needs of the department which is provided to units and agencies outside of the department.
5. The level and degree of effective cooperation which is provided to units and agencies outside of the department.

6. The handling of departmental affairs so as to maximize the time and effort faculty can devote to their professional activities--teaching, scholarship, academic counseling and public service--so as to minimize their being distracted by administrative details.
7. The maintenance of high professional and ethical standards on the part of the department in carrying out its responsibilities.
8. The ability to get the department to respond with dispatch in facilitating change when necessary, without violating the rights or ignoring the responsibilities of faculty or students.
9. Achievement of specific annual department goals and objectives including planning, execution, evaluation, and overall leadership.

The administrative and professional competencies, as listed above, should be evaluated independently. The results should not be pooled into an arithmetic score.

B. Annual Chair Review -- To be performed by the Department Personnel Committee -

Department chairs are to be evaluated annually by the faculty within each department by using the Administrative Effectiveness Appraisal Form (available from the Dean's Office). The department personnel committees initiate this evaluation, tabulate and summarize the data gathered; and the chair of the department personnel committee shall forward the results, with the original results as well as the summary, to the dean. Before the results are forwarded, however, a summary of the review will be given in writing to the department chair. Any changes of criteria on the Administrative Effectiveness Appraisal Form are to be negotiated by the chair and personnel committee, to be ratified by the dean.

C. End-of-Term Review of Chair

The Dean of the College shall initiate the end-of-term review of the department chairs. The department personnel committee, however, shall conduct that aspect of the review process relating to faculty opinion. Together, the Dean and the individual personnel committees shall determine the exact nature of the review. The procedure used in the annual review of the chair will be used as part of this end-of-term review.

X. EVALUATION OF ASSOCIATE DEAN AND DIRECTOR

A. To Be Performed By the Dean -

The dean shall evaluate the associate dean and director with the assessment measuring the following factors:

1. The level and degree of effective cooperation which is provided to the departments and outside units and agencies.
2. The ability to get response when facilitating change, without violating the rights or ignoring the responsibilities of persons affected.
3. Achievement of specific annual goals and objectives including planning, execution, evaluation and overall leadership, and fulfilling the requirements of the job description.

B. To Be Performed by Other Committees -

The dean shall seek an evaluation report from the following committees: College Curriculum Committee for the associate dean, and the College Computing Committee for the Director of College Computing Systems.

C. To Be Performed by the Personnel Committee -

When appropriate, the dean shall seek an evaluation report from the personnel committee of the appropriate department for the associate dean and director.

XI. EVALUATION AND REVIEW OF DEAN

The Provost initiates the end-of-term review of the Dean. Regarding this review, the Provost shall consult the College Council and the College Senate.