PUBLIC NOTICE & AGENDA

University Council Steering Committee
Wednesday, January 15, 2020, 3 p.m.
Altgeld Hall 225
DeKalb, Illinois

I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE NOVEMBER 13, 2019 MINUTES – Pages 2-4

V. PUBLIC COMMENT

VI. ITEMS FOR UC STEERING COMMITTEE CONSIDERATION

VII. DISCUSSION AND APPROVAL OF UNIVERSITY COUNCIL DRAFT AGENDA – separate packet

VIII. ADJOURNMENT

MINUTES

University Council Steering Committee
Wednesday, November 13, 2019, 3 p.m.
Altgeld Hall 225
DeKalb, Illinois

VOTING MEMBERS PRESENT: Arado, Bateni, Bolden, Burton, Chen, Collins, Doederlein, Elish-Piper, Millhorn, Pearson, Royce, Siegesmund, Thu

VOTING MEMBERS ABSENT: Barnhart

I. CALL TO ORDER

University Council (UC) Steering Committee chair, **K. Thu,** called the meeting to order at 3:01 p.m.

II. VERIFICATION OF QUORUM

A quorum was established.

III. ADOPTION OF THE AGENDA

R. Siegesmund moved to adopt the agenda, seconded by **J. Burton**. Motion passed.

IV. APPROVAL OF THE OCTOBER 23, 2019 MINUTES – Pages 2-4

V. Collins moved to approve the minutes, seconded by **R. Siegesmund**. Motion passed.

V. PUBLIC COMMENT

VI. ITEMS FOR UC STEERING COMMITTEE CONSIDERATION

VII. DISCUSSION AND APPROVAL OF UNIVERSITY COUNCIL DRAFT AGENDA – separate packet

Faculty Advisory Committee to the IBHE – **L. Saborío** will have a report at the December 4, UC meeting.

University Advisory Committee to the BOT – **K. Thu** will have a report at the December 4 UC meeting. The Board of Trustees meets November 14 to approve the faculty collective bargaining agreement.

UC-Academic Policy Committee – **V. Collins** reported on the committee's work on proposed amendments to APPM, Section III, Items 22 and 23, Guidelines for Online Courses Carrying Graduate Credit Offered by NIU and Policies for Distance Education Courses Carrying Undergraduate Credit Offered by NIU. The proposal is to merge the two existing policies into one: Online and Hybrid Course Policies, and this item will be brought forward at the December 4 UC meeting. The agenda packet includes a Policy Development Summary and Recommendations, the proposed policies, and the two existing policies.

FS-UC Resources, Space and Budget Committee (RSB) – **T. Arado** reported that the committee will bring forward a proposal to amend the RSB membership description, adding one undergraduate student and one graduate student. A concern was raised about the Student Association's (SA) ability to fill what will now be three student seats on the RSB. **I. Pearson** assured the committee that the SA would prioritize filling these positions.

FS-UC Rules, Governance and Elections Committee (RGE) – **R. Siegesmund** reported that the committee will meet on the morning of November 20 to review proposed Constitution and Bylaw amendments relative to the transfer of academic authority from UC to Faculty Senate (FS). **R. Siegesmund** and **K. Thu** noted that it's possible that a proposal could be prepared for Faculty Senate consideration at its November 20 afternoon meeting.

Student Association – **N. Bolden** and **I. Pearson** will have a report at the December 4 UC meeting.

Operating Staff Council – **J. Royce** will have a report at the December 4 UC meeting.

Supportive Professional Staff Council – **C. Doederlein** will have a report at the December 4 UC meeting, including an update on SPS-to-Civil Service transitions.

Proposed amendment to NIU Bylaws 17.2.1 University Benefits Committee composition – This second reading/vote is scheduled for the December 4 UC meeting.

Update: Rethinking FS and shared governance – **K. Thu** noted that there might be a report, pending potential action at the November 20 RGE meeting and subsequent November 20 FS meeting relative to the transfer of academic authority from UC to FS.

Proposed amendment to NIU Bylaws 19.7.1 Performance Reviews – This is scheduled for a first reading at the December 4 UC meeting.

Proposed Admissions Policy – **K. Thu** reported that at its last meeting, FS approved a motion to send a request to the Baccalaureate Council (BC) to operationalize the general concept of moving away from testing-based undergraduate admissions. Language has been developed and will be reviewed by the BC at its meeting on November 14, 12:30-3 p.m., HSC University Suite. When the BC has completed its review, the resulting proposal will go back to FS for review, and ultimately to UC.

V. Collins suggested that this item be removed from the draft December 4 UC agenda, until FS has the opportunity to fully vet and agree on a proposal. Following brief discussion, **I. Pearson** moved to remove the item from the draft December 4 UC agenda, seconded by **G. Chen**. Motion passed.

N. Bolden moved to approve the draft December 4 UC agenda per above discussion, seconded by **I. Pearson**. Motion passed.

VIII. ADJOURNMENT

I. Pearson moved to adjourn, seconded by **N. Bolden**. Motion passed.

Meeting adjourned at 3:26 p.m.

DRAFT

Below is a draft of the upcoming University Council agenda, which we will use to shape discussion at the UC-Steering Committee meeting.

PUBLIC NOTICE AND AGENDA

University Council
Wednesday, January 29, 2020, 3 p.m.
Altgeld Hall 315
Northern Illinois University
DeKalb, Illinois

I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE DECEMBER 4, 2019 MINUTES – Pages 4-7

V. PUBLIC COMMENT

VI. PRESIDENT'S ANNOUNCEMENTS

VII. CONSENT AGENDA

VIII. UNFINISHED BUSINESS

A. Proposed amendment to NIU Bylaws 2.6.1: Resources, Space and Budget Committee – Composition – Pages 8-9
SECOND READING/ACTION

B. Proposed amendment to NIU Bylaws 19.7.1 Performance Reviews – The President – Page 10
SECOND READING/ACTION

C. Restructuring Shared Governance – Pages 11-234
FIRST READING

IX. NEW BUSINESS

A. All In Campus Democracy Challenge
Matt Streb, Chief of Staff, Liaison to BOT
Ian Pearson, Speaker of the Senate, Student Association

B. Proposed Admissions Policy – Pages 235-246
Related research articles – 247-437

X. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE – Linda Saborío – report (Kendall Thu)

B. University Advisory Committee to the Board of Trustees – report
Jeffry Royce, Catherine Doederlein, Kendall Thu
Alex Gelman, Sarah Marsh, Jason Hanna

C. Academic Policy Committee – Vicki Collins, Chair

D. Resources, Space and Budget Committee – Therese Arado, Chair

E. Rules, Governance and Elections Committee – Richard Siegesmund, Chair

F. University Affairs Committee – Hamid Bateni, Chair – report

1. Proposed 2029-30 academic calendar – Pages 438-440

G. Student Government Association
Naomi Bolden, President
Ian Pearson, Speaker of the Senate

H. Operating Staff Council – Jeffry Royce, President

I. Supportive Professional Staff Council – Catherine Doederlein, President

XI. INFORMATION ITEMS

A. Policy Library – Comment on Proposed Policies (right-hand column on web page)
B. Minutes, Academic Planning Council
C. Minutes, Athletic Board
D. Minutes, Baccalaureate Council
E. Minutes, Board of Trustees
F. Minutes, Campus Security and Environmental Quality Committee
G. Minutes, Comm. on the Improvement of the Undergraduate Academic Experience
H. Minutes, General Education Committee
I. Minutes, Graduate Council
J. Minutes, Graduate Council Curriculum Committee
K. Minutes, Honors Committee
L. Minutes, Operating Staff Council
M. Minutes, Student Senate
N. Minutes, Supportive Professional Staff Council
O. Minutes, University Assessment Panel

P. Minutes, University Benefits Committee
Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure

S. 2019-20 Faculty Senate meeting dates:
Sep 4, Oct 2, Oct 30, Nov 20, Jan 22, Feb 19, Mar 25, Apr 22

T. 2019-20 University Council meeting dates:
Sep 11, Oct 16, Nov 6, Dec 4, Jan 29, Feb 26, Apr 1, Apr 29

U. Positive picture for state higher ed funding – Inside Higher Ed
V. NIU Social Media Policy

XII. ADJOURNMENT

MINUTES

University Council
Wednesday, December 4, 2019, 3 p.m.
Altgeld Hall 315
Northern Illinois University
DeKalb, Illinois

Full transcript

VOTING MEMBERS PRESENT: Arado, Barnhart, Binderup, Block, Bolden, Bond, Branch, Burton, J. Chen, Chmaissem, Collins, Lindsey, Doederlein, Elish-Piper, Farrell, Fenzia (for Drew), Freeman, Ingram, Johnson, Kassel, Kim, Lang, Ledgerwood, Littauer, Martin, Millhorn, Mooney, Moraga, Nelson, Newman, Owoeye, Park (for Rajagopalan), Pearson, Penrod, Peterson, Polansky, Rau, Rigertas, Schatteman, Schraufnagel, Shi, Siegesmund, Skarbinski, Staikidis, Thu, White, Wilson, Woodruff, Yates (for Royce)

VOTING MEMBERS ABSENT: Bateni, Beyer, G. Chen, Drew, Hanley, Hines, Rajagopalan, Rooney, Royce, Scherer, Weffer

OTHERS PRESENT: Bryan, Blazey, Jensen, Klaper, McGill, Nicholson, Wesener Michael

OTHERS ABSENT: Falkoff, Ferguson, Gelman, Groza, Hanna, Kortegast, Marsh

I. CALL TO ORDER

University President **L. Freeman** called the meeting to order at 3 p.m.

II. VERIFICATION OF QUORUM

A quorum was verified.

III. ADOPTION OF THE AGENDA

C. Doederlein moved to adopt the agenda, including an amendment to move Item IX. A. of Unfinished Business to just following Item VI, seconded by **T. Arado**. Motion passed.

IV. APPROVAL OF THE NOVEMBER 6, 2019 MINUTES

P. Skarbinski moved to approve the minutes, seconded by **O. Chmaissem**. Motion passed.

V. PUBLIC COMMENT

VI. PRESIDENT'S ANNOUNCEMENTS

VII. CONSENT AGENDA

VIII. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE – Linda Saborío – report

B. University Advisory Committee to the Board of Trustees – report
Jeffry Royce, Catherine Doederlein, Kendall Thu
Alex Gelman, Sarah Marsh, Jason Hanna

C. Academic Policy Committee – Vicki Collins, Chair – report

1. Proposed amendment to:
Academic Policies and Procedures Manual, Section III, Item 23,
Policies for Distance Education Courses Carrying Undergraduate Credit Offered by Northern Illinois University
and
Academic Policies and Procedures Manual, Section III, Item 22,
Guidelines for Online Courses Carrying Graduate Credit Offered by Northern Illinois University

V. Collins moved to accept the proposed amendment, seconded by **B. Bond** and **J. Burton**. Motion passed.

Yes – 42 votes
No – 1 vote
Abstain – 0 votes

In addition to the proposed amendment, the committee made the following recommendations:

- Review and update NIU's Intellectual Property Policy to address concerns pertaining to ownership of online and hybrid courses. The policy was last approved by the University Council in 2007, well before the Higher Learning Commission's visit and NIU's Strategic Enrollment Plan emphasizing online learning.
- Update NIU's course coding system (W, WF, P) to align with definitions of online and hybrid courses in the proposed policy. The current code for hybrid courses (WF = 75%-99%) is too restrictive and does not reflect current variations at NIU.
- Enhance NIU's course finder so the course delivery mode (online, hybrid, face-to-face) is explicitly indicated.

L. Freeman asked **J. Blazey** to follow up on the Intellectual Property Policy review recommendation and **B. Ingram** to follow up on the course coding system and course finder recommendations and to report back to University Council as progress is made.

D. Resources, Space and Budget Committee – Therese Arado, Chair – report

1. Proposed amendment to NIU Bylaws 2.6.1: Resources, Space and Budget Committee – Composition
FIRST READING

E. Rules, Governance and Elections Committee – Richard Siegesmund, Chair – report

F. University Affairs Committee – Hamid Bateni, Chair – no report

G. Student Government Association – report
Naomi Bolden, President
Ian Pearson, Speaker of the Senate

H. Operating Staff Council – Jeffry Royce, President – report

I. Supportive Professional Staff Council – Catherine Doederlein, President – report

IX. UNFINISHED BUSINESS

A. Proposed amendment to NIU Bylaws 17.2.1 University Benefits Committee Composition
SECOND READING/ACTION

V. Collins moved to approve the proposed amendment, seconded by **S. Farrell**. Motion passed.

B. Update: Rethinking Faculty Senate and Shared Governance

X. NEW BUSINESS

A. Proposed amendment to NIU Bylaws 19.7.1 Performance Reviews – The President
FIRST READING

XI. INFORMATION ITEMS

A. Policy Library – Comment on Proposed Policies (right-hand column on web page)
B. Minutes, Academic Planning Council
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Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure

S. 2019-20 Faculty Senate meeting dates:
Sep 4, Oct 2, Oct 30, Nov 20, Jan 22, Feb 19, Mar 25, Apr 22

T. 2019-20 University Council meeting dates:
Sep 11, Oct 16, Nov 6, Dec 4, Jan 29, Feb 26, Apr 1, Apr 29

XII. ADJOURNMENT

O. Chmaissem moved to adjourn. The motion was seconded and passed.

Meeting adjourned at 3:56 p.m.

PROPOSED AMENDMENT TO NIU BYLAWS ARTICLE 2.6.1: RESOURCES, SPACE AND BUDGET COMMITTEE - COMPOSITION

The Resources, Space, and Budget Committee has grown to serve as a larger role in the university budgeting process. Faculty and staff membership on this committee have increased to meet the increased responsibility and ensure adequate representation.

This proposed amendment is intended to increase student representation commensurate with other increases on the Resources, Space, and Budget Committee.

ARTICLE 2:
STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

2.6 Resources, Space and Budget Committee

2.6.1 Composition

2.6.1.1 The Resources, Space, and Budget Committee shall consist of the following members

(A) Twelve faculty members, six of whom shall be members of the University Council, and shall be appointed by the executive secretary of the University Council (with the advice and consent of the University Council). The remaining six shall be members of the Faculty Senate, and shall be appointed by the president of the Faculty Senate (with the advice and consent of the faculty Senate). Faculty membership shall include at least one representative from each academic college and University Libraries. Faculty members shall serve one-year terms and are eligible for reappointment. No two faculty members shall be from the same department.

(B) ~~One~~ Two undergraduate students and one graduate student appointed by the Student Association. The students shall be ~~a~~ members of the University Council. The student members shall serve a one-year term and shall be eligible for reappointment.

(C) Two Supportive Professional staff members and two Operating Staff members who shall be members of the University Council. They shall serve one-year terms and shall be eligible for reappointment.

(D) One nonvoting member selected by and from the deans of the degree-granting colleges, who shall serve a one-year term and shall be eligible for reappointment.

(E) The Vice President for Administration and Finance and Chief Financial Officer who shall be ex officio nonvoting.

(F) The Executive Vice President and Provost who shall be ex officio nonvoting.

2.6.2 Chair The chair of the committee shall be a member of the University Council, selected by the executive secretary of the University Council with the advice and consent of the University Council. The chair shall serve a one-year term and shall be eligible for reappointment.

PROPOSED AMENDMENT TO NIU BYLAWS ARTICLE 19.7.1
PERFORMANCE REVIEWS – THE PRESIDENT

The length of presidential contracts has changed over the years. This proposed amendment will provide flexibility in specifying that the University Council will conduct its review in the penultimate year of the contract, irrespective of the contract length.

NIU Bylaws Article 19: Administrative and Faculty Appointments

19.7 Performance Reviews

19.7.1 The President The president shall be subject to a comprehensive review of that officer's performance in office at the beginning of the ~~sixth~~ penultimate year of service in the position~~, and at the start of each fourth year thereafter~~. The comprehensive review shall be conducted under the auspices of the University Council and shall provide opportunities for input from all appropriate segments of the university community. The results of that review, together with the University Council's recommendation regarding the president's continued performance in office, shall be forwarded to the Board of Trustees. The University Council may meet in executive session to formulate its conclusions and recommendations regarding the performance of the president.

Rules Governance and Elections
Committee Meeting 11.20.19
Addendum of original outline of changes originally distributed to the committee 10.21.19

The major change to the Constitution is establishing that academic policy resides with the Faculty Senate

Constitution

- Items crossed out on p. 2 have been moved to Faculty Senate.
- Language on pp. 12-13 has been added to authorize Faculty Senate on academic matters.

Changes to the Bylaws are more extensive. These changes do NOT alter how these committees work; they alter how these committees report.

Bylaws (UC and other University Bodies)

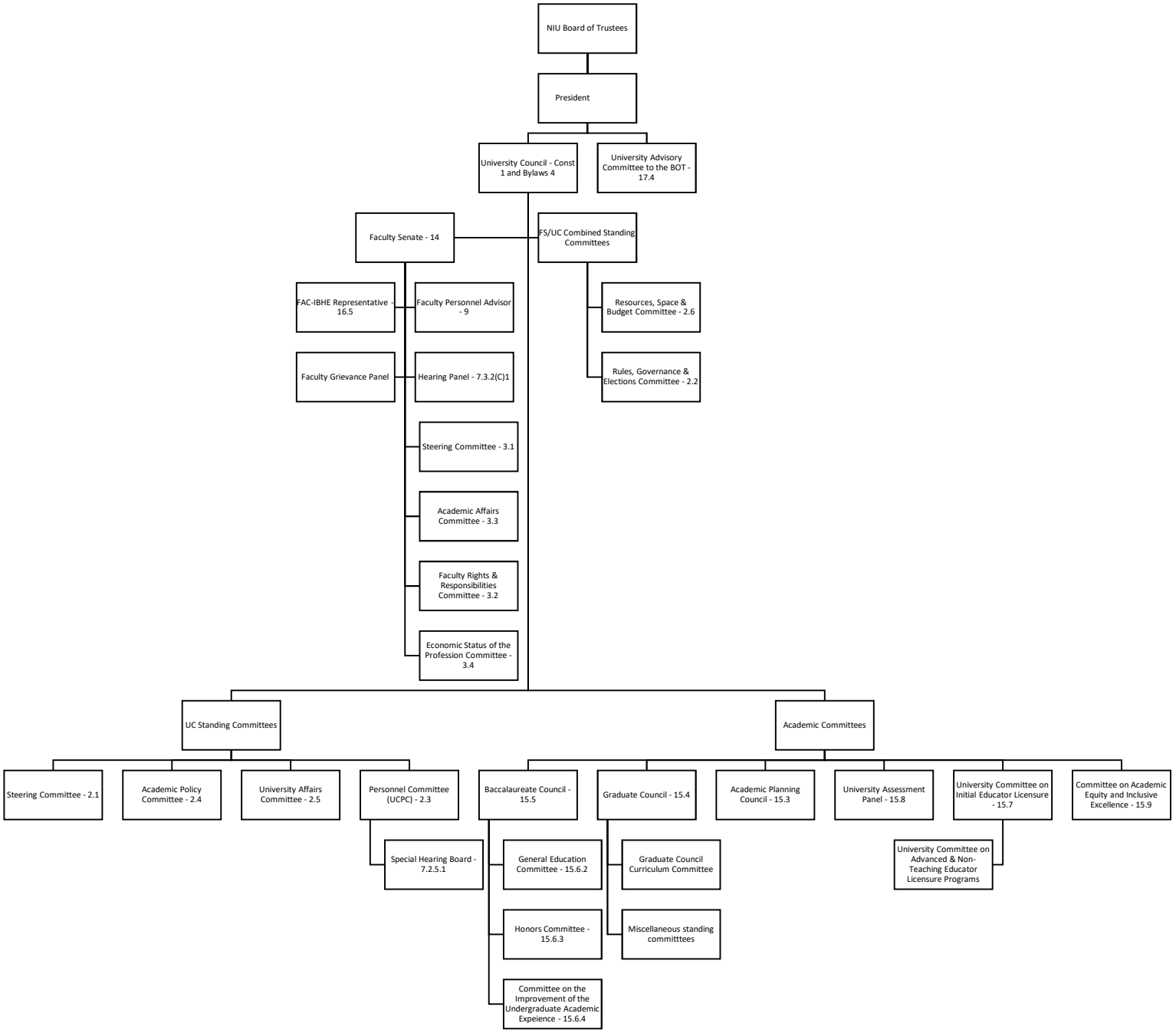
- UC Personnel Committee on pp. 5-7 has been moved to FS creating a FS Personnel Committee.
- The duties of the Academic Policy Committee on pp. 7-8 have been moved to FS Academic Affairs Committee.
- Article 5, pp. 18-25, The Academic Personnel Process has been moved as Article 10 in Faculty Senate. These are processes applicable only to regular faculty.
- Article 6, pp. 26-32, General Personnel Procedures have been moved as Article 11 in Faculty Senate. These are procedures applicable only to regular faculty.
- Article 7, pp. 33-41, Appeal Procedures for Personnel Decisions, has been moved as Article 12 as Faculty Senate. These procedures are for regular faculty only.
- Article 8, pp. 42-45, Sabbatical Leave Policy, has been moved to Article 13 of Faculty Senate.
- Article 9, pp.46-47, Faculty and Personnel Advisor, has been moved to Article 15 of Faculty Senate.
- Article 10, p. 48, Grievance Procedures for Violations of Academic Freedom, has been moved to Article 16 of Faculty Senate.
- Article 16, pp. 100-103, The Colleges (academic committees), has been moved to Article 5 of Faculty Senate.
- Article 21, p. 126, Elimination of Academic Programs and Reassignment of Faculty, has been moved to Article 17 of Faculty Senate.

As Faculty Senate takes on responsibility for academic affairs, providing student voice in this process will need to be considered:

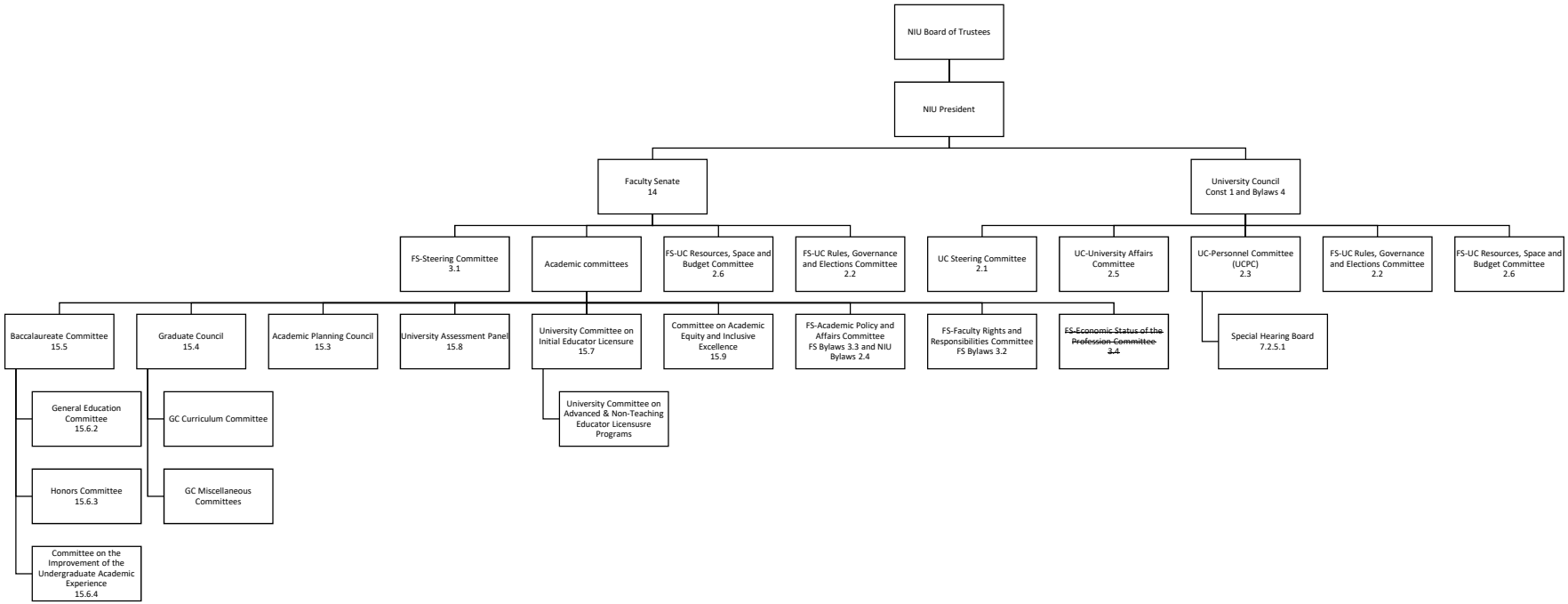
Faculty Senate Bylaws

- Preamble, added language recognizing the authority of the Faculty Senate consistent with the Constitution.
- Article 1, membership, p. 1, placeholder for student membership.
- Article 1, p. 2, added OSC members as ex officio nonvoting members.

Current Academic Shared Governance Structure



Draft Concept Academic Shared Governance Structure



CONSTITUTION OF NORTHERN ILLINOIS UNIVERSITY

PREAMBLE

The basic purposes of Northern Illinois University are to preserve, augment, criticize, and transmit knowledge and to foster creative capacities. These purposes are achieved by a community of scholars free to exercise independent judgment in the planning and execution of their educational responsibilities in an environment designed to allow maximum effectiveness within a framework of university government. Such a governmental framework should be rooted in the following principles:

1. Respect for the intrinsic dignity of each member of the university community, both by the university itself and by each member of that community, is the basic cornerstone governing all community activities. Each member of the community must be recognized as a person of equal and limitless individual human value, possessing significant intellectual potential, and entitled to all the rights and privileges guaranteed to them under the laws of the United States and the State of Illinois.

2. University governance shall be a shared process involving the faculty, students, administrative officers, supportive professional staff, and operating staff, each performing a role appropriate to the affected governance activities.

3. Faculty shall predominate in all policy decisions relating to the faculty personnel system, to the university curriculum, and to policy decisions concerning admissions and academic standards.

4. Students shall predominate in all policy decisions for which the Student Association has initial jurisdiction.

5. Administrative officers shall facilitate, support, and provide leadership in the development and implementation of policy in the academic and non-academic areas.

6. Supportive professional staff shall participate in all policy decisions affecting the personnel system for supportive professional staff employees.

7. Operating staff shall participate in all university-level personnel policy decisions exclusively affecting operating staff employees.

8. A requirement of the governance of the university shall be the development of a mix of faculty, students, supportive professional staff, operating staff, and administrative officers which is appropriate to the nature of the decision being made.

9. A requirement of the governance of the university shall be the delegation of authority to the appropriate level. Matters of substance should be decided at the lowest level appropriate.

10. Final decisions on issues of governance should be made on a timely basis with consideration for necessary planning.

11. Department chairs shall act as advocates for faculty and students, and as representatives of the university administration.

12. Appropriate faculty and administrators should have a significant voice in the selection, review, and reappointment of university officers and academic administrators by having a clearly defined role in search and review processes.

13. Students, supportive professional staff, and operating staff should be assured a meaningful input into the selection, review, and reappointment of university-level administrators by having a clearly defined role in search and review processes.

14. Students have perspectives on university programs and activities which can be unique, informed, thoughtful, and significant. Student perspectives should be considered in university decision making at all levels.

15. Faculty constituent groups should select, directly by election or indirectly through nomination or selection by elected bodies of faculty members, their representatives on all governance, personnel, and curriculum bodies.

16. The purposes of university governance shall be to (1) promote the pursuit of knowledge and the appreciation of the intellectual value of the arts, the humanities, the sciences, and the professions; (2) to enhance the quality of campus life for all members of the university community; and, to these ends, to protect and promote the individual rights of all members of the university community. To achieve governance guided by ~~these principles~~ the first principle, the Northern Illinois ~~University Council~~ Faculty Senate is established, together with its related councils and committees, to participate in the establishment, direction, and control of educational policy. To achieve governance guided by the second principle, the Northern Illinois University Council is established, together with its related councils and committees.

In order to achieve these purposes, Northern Illinois University has adopted this constitution subject to the limitations imposed by the Board of Trustees Governance Documents.

ARTICLE 1:
THE UNIVERSITY COUNCIL

The University Council, in accordance with Board of Trustees Policies, has the power to:

~~**1.1** To establish the educational and academic policies of the university. In fulfillment of this charge, the University Council shall:~~

~~**1.1.1** Participate through its appropriate curriculum councils in the determination of the university curriculum.~~

1.1.~~2~~ Participate in the selection of faculty committees.

1.1.~~3~~2 Advise the president on the appointment of administrative officers, including the selection of a president.

1.1.~~4~~3 Participate and advise the president and the vice presidents, through the appropriate committees, in preparing and administering the annual budget.

1.1.~~5~~4 Participate and advise the president, through the appropriate committees, in determining basic policies with respect to campus planning and building construction and utilization.

1.1.~~6~~5 Aid in developing basic policies for the university.

~~**1.2** To be concerned with and to participate actively in decisions made on other matters that may directly affect educational policies for which the University Council is primarily responsible.~~

~~**1.3** To act upon reports from designated committees, boards, commissions, or councils whose actions affect the educational and academic policies of the university.~~

~~**1.4** To advise on policies regarding academic salaries, sabbatical leaves, leaves without pay, tenure, and promotion. The University Council shall establish a personnel committee which will review and approve, in accordance with the bylaws of the university, policy recommendations concerning salary and all recommendations pertaining to tenure, promotions in rank, and sabbatical leaves.~~

1.~~5~~6 To establish such standing and temporary committees as may be necessary for the discharge of its responsibilities; to define the membership, jurisdiction, and authority of such committees; to resolve disputes among committees thus established; and to act on the reports submitted by such committees.

1.~~6~~7 To advise the president, and the vice presidents, on policies affecting the quality of student life on campus.

ARTICLE 2:
MEMBERSHIP ON THE UNIVERSITY COUNCIL

2.1 Composition

2.1.1 The University Council shall consist of representatives of the university faculty, students, administration, supportive professional staff, and operating staff.

2.1.2 Representation on the University Council must be apportioned so that elected faculty voting representation shall at all times comprise 51 percent to 60 percent of the total number of University Council voting seats, and so that student representation shall at all times comprise 25 percent to 30 percent of the total number of University Council voting seats.

2.1.3 Subject to the call of the University Council, other persons, serving as consultants, shall have the right to participate in the deliberations of the University Council, but shall not have the right to vote.

2.1.4 Subject to the provisions contained in this constitution, the bylaws shall apportion the voting seats on the University Council among the several constituencies and specify the manner of selection of persons to fill those seats.

2.2 Apportionment of Faculty Representation

2.2.1 For purposes of representation on the University Council, the faculty shall be defined as those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct."

2.2.2 Faculty eligible to serve on the University Council, or to serve as electors in University Council elections, shall hold the rank of professor, associate professor, assistant professor, or instructor, and shall meet the definition of faculty set forth in Section 2.2.1. Non-tenure track instructors and/or clinical faculty may be elected at the discretion of colleges.

2.2.3 One representative on the University Council shall be apportioned to the faculty of each-degree-granting college and the University Libraries. The distribution of the remaining faculty positions on the University Council shall be apportioned so as to reflect the ratio between the number of regular full-time faculty members in each degree-granting college to the total number of such faculty members in all colleges, these being the numbers reported by the Office of the Executive Vice President and Provost in September of each year.

2.2.4 The ratio of the regular, full-time faculty members in each degree-granting college to the total number of such faculty members in all colleges shall be reviewed by the University Council every third year prior to the election in those years which are multiples of three, and the apportionment of representation among the colleges adjusted if need be.

2.2.5 When the University Council does not contain an elected faculty representative who is a member of a minority racial group, the elected faculty representatives shall meet and elect such a representative. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative to the University Council. Prior to conducting such an election, the elected faculty representatives on the council shall seek nominations for this position from the college faculties, and shall elect one of the persons thus nominated. The faculty representative so elected shall serve a term of three years. The position thus filled shall be in addition to the number of seats otherwise apportioned to the elected faculty representatives of the university, or of any college therein, by this constitution and its bylaws.

2.3 Apportionment of Student Representation

2.3.1 Subject to the provisions set forth in this section, the University Council, through the bylaws, shall determine the eligibility of students to serve as members of the University Council and as electors of such members, and the apportionment of seats among constituencies within the student body.

2.3.2 The president of the NIU Student Association shall be a voting member of the University Council.

2.3.3 In the apportionment of student seats on the University Council, at least one seat shall be apportioned to the student advisory committee of each degree-granting college and the Graduate School, to be chosen by the student members of each such council.

2.4 Representation of the University Administration

2.4.1 The university administration shall be represented on the University Council by the president of the university, by the executive vice president and provost, by the dean of each of the degree-granting colleges, of the Graduate School, and of the University Libraries, and by such other university officers as may be specified in the bylaws. These members shall be entitled to participate in the deliberations of the University Council and to vote.

2.4.2 There shall be such additional representatives of the university administration who shall serve on the University Council with the right to participate in the deliberations of the University Council, but not to vote on matters coming before the University Council, as may be specified in the bylaws.

2.5 Representation of the Supportive Professional Staff

2.5.1 Those persons employed as full-time supportive professional staff of the university shall have one or more representatives on the University Council. The number of such representatives and the manner of their selection shall be specified by the university bylaws.

2.5.2 Full-time supportive professional staff members are those whose appointments designate them as holding (a) no-rank faculty status, or (b) faculty rank with administrative assignments outside the academic division of the university.

2.6 Representation of the Operating Staff

2.6.1 Those persons employed as members of the operating staff of the university shall have one or more representatives on the University Council. The number of such representatives and the manner of their selection shall be specified in the university bylaws.

2.7 Alternates for Members of the University Council

2.7.1 Each voting and nonvoting member of the University Council is expected to attend University Council meetings regularly. In order to assure full representation at meetings, an alternate shall be designated to represent that member's constituency or office when the member is absent. The designated alternate shall have the same power and privileges as the member.

2.7.2 The bylaws shall specify the manner of selection for persons designated as alternate members.

2.7.3 No votes shall be cast at University Council meetings by proxy or absentee ballot.

2.8 Terms of Office

2.8.1 Persons elected to the position of University Council member shall serve terms of three years, except for persons elected as student representatives who shall serve terms of one year. Ex officio members of the University Council shall serve for the duration of their term of office.

2.8.2 Terms of office for all members shall begin on July 1. Persons elected or appointed to fill mid-term vacancies on the University Council shall be eligible to begin service on the University Council three days after the executive secretary of the University Council has been officially notified in writing of their election or appointment.

2.9 Removal from University Council Membership

2.9.1 An elected member of the University Council shall be subject to removal by a two-thirds vote of the total University Council voting membership after three successive absences from regularly scheduled meetings of the University Council.

2.9.2 Vacancies created by removal shall be filled for the balance of the term remaining by the procedures established in the bylaws for filling vacancies in that office.

Article 2.4 amendment approved by University Council 01/26/2000; approved by faculty referendum 04/2000; and approved by Board of Trustees 06/15/2000.

Article 2.2.3 amendment approved by University Council 12/02/2015; approved by faculty referendum 02/01/2016; and approved by Board of Trustees 06/16/2016.

ARTICLE 3:
OFFICERS OF THE UNIVERSITY COUNCIL

3.1 Presiding Officer of the University Council

The president of the university shall be the presiding officer of the University Council. In the absence of the president, the duties of the presiding officer shall be assigned to the executive vice president and provost. In the absence of both the president and the executive vice president and provost, the duties of the presiding officer shall be exercised by the dean on the University Council who is senior in length of service in office. The presiding officer of the University Council shall be entitled to vote.

3.2 Executive Secretary of the University Council

3.2.1 The executive secretary of the University Council shall be elected by the voting members of the University Council from the elected faculty members of the University Council as defined in Section 2.2.1 of the constitution.

3.2.2 The executive secretary shall serve full-time in that position for a one-year term beginning July 1. The executive secretary shall develop an annual office budget to be submitted to a representative of the president's office during the normal university budget process. Part of the budget will include compensation for the department affected by the loss of the instructional services normally provided by the faculty member who will serve as executive secretary during the year for which the budget is being prepared.

ARTICLE 4:
STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

The standing committees of the University Council shall be as defined in the NIU Bylaws.

Amendment approved by University Council on 04/29/2015; approved by faculty referendum on 05/15/2015; and approved by the Board of Trustees on 12/10/2015.

ARTICLE 5:
MEETINGS OF THE UNIVERSITY COUNCIL

5.1 Regular meetings of the University Council shall be held once a month during the fall and spring semesters.

5.2 Special meetings of the University Council shall be held on call of the president, by the Steering Committee of the University Council, or in response to a written request to the executive secretary of the University Council by one-fourth of the members of the University Council at any time during the calendar year.

5.3 Written notice of the time and purpose of all meetings shall be given to members of the University Council by the executive secretary in advance of the meetings in accordance with the provisions for advance notice set forth in the university bylaws.

ARTICLE 6:
FACULTIES, STANDING COMMITTEES, COUNCILS AND BOARDS OF THE FACULTY AND ADMINISTRATION

6.1 The University

6.1.1 Definition of University Faculty
The university faculty shall consist of all full-time staff members holding the ranks of professor, associate professor, assistant professor, ~~and~~ or instructor. Non-tenure track instructors and/or clinical faculty may be elected at the discretion of colleges.

6.1.2 Standing Committees of the University
There shall be standing committees of the University Council as designated in the bylaws.

6.1.2.1 These committees shall report all actions to the University Council, through the distribution of minutes to the University Council, through annual reports of their activities submitted to the University Council, and through the periodic presentation of action summaries.

6.1.2.2 Any actions which these committees recognize as involving a substantive change in non-academic policy should be submitted for University Council approval. If action is taken without University Council approval, which the University Council agrees (by majority vote) represents a substantive change in non-academic policy, the committee may be asked to submit the action to the University Council for review.

6.2 The Colleges

6.2.1 Definition of College Faculty
The college faculty shall consist of those members of the university faculty who hold their appointment within the college.

6.2.2 Standing Committees of a Degree-Granting College
Each college shall have such standing committees as may be designated in the bylaws to advise the dean on policy, personnel, curricular, budgetary, and other matters as deemed appropriate. These committees shall include a student advisory committee through which students pursuing academic degrees within the college may have input into the college policy-making process.

6.3 The University Libraries

6.3.1 Definition of Library Faculty
The library faculty shall consist of those members of the University Libraries who hold academic appointments within the University Libraries.

6.3.2 Standing Committees of the University Libraries

The libraries shall have such standing committees as may be designated in the Bylaws to advise the director on policy, budgetary, and other matters as deemed appropriate. Some of these committees shall include representation from a student advisory committee.

6.4 The Graduate School

6.4.1 Definition of Graduate Faculty

The graduate faculty shall consist of those who, on the recommendation of the academic departments and the dean of the appropriate college, have been approved by the Graduate Council and the dean of the Graduate School to be members of the graduate faculty.

6.4.2 Standing Committees of the Graduate School

The graduate faculty shall participate in the formulation and administration of policies affecting the operation of the programs of the Graduate School through the Graduate Council, provision for which shall be made in the bylaws. Provision shall be made for the participation of graduate student representatives on the Graduate Council. The bylaws of the Graduate Council shall provide for such other standing committees as may be deemed necessary or desirable. Any such other committees shall report regularly on their activities to the Graduate Council.

6.5 The Council of Deans

The Council of Deans shall consist of the executive vice president and provost as chair, vice provosts, the deans, and such additional academic personnel as the executive vice president and provost and deans shall deem appropriate and necessary to the work of the Council of Deans.

Amendment approved by University Council on 4/3/2019; approved by faculty referendum on 4/19/2019; and approved by the Board of Trustees on 9/12/2019.

ARTICLE 7:
RELATED COUNCILS

7.1 Students
The right of students to organize an association to provide a means for participation in the governance of the university is recognized. Upon acceptance of the constitution by student referendum and by the president of the university, it will be accepted by the university community (i.e., faculty, staff, students, and administrators) as an integral part of the university's system of governance. The students, through their association, may communicate their concerns to the University Council, to the Faculty Senate, or to the associate vice president for student affairs and, through that associate vice president for student affairs, to the provost and to the president of the university and have ultimate appeal to the Board of Trustees.

7.2 Operating Staff
The right of the operating staff to organize a council to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The operating staff, through its council, may communicate its concerns to the University Council, to the appropriate vice president(s), to the president of the university and shall then have ultimate appeal to the Board of Trustees.

7.3 University Faculty
The right of the faculty of the university-which shall be defined for this purpose as those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans and the deans' staffs, to organize a Faculty Senate to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The Faculty Senate is the body empowered to act as agent for the university faculty, with delegated power to formulate broad policies with regard to the educational functions of the university. The faculty, through the Faculty Senate, may ~~communicate its concerns, recommendations, and positions to the University Council,~~ present educational policies to the University Council, executive vice president and provost~~,~~ and to the president of the university, ~~and have ultimate~~ with the ultimate approval authority residing in the appeal to the Board of Trustees. The Faculty Senate is empowered to act as the authoritative and official voice of the faculty of Northern Illinois University. The university bylaws shall specify the membership of the Faculty Senate, its method of selection, and its duties and responsibilities.

The Faculty Senate, in accordance with Board of Trustees Policies, has the power to establish the educational and academic policies of the university. In fulfillment of this charge, the Faculty Senate shall:

7.3.1 Participate through its appropriate curriculum councils in the determination of the university curriculum.

7.3.2 Be concerned with and to participate actively in decisions made on other matters that may directly affect educational policies for which the Faculty Senate is primarily responsible.

7.3.3 Act upon reports from designated committees, boards, commissions, or councils whose actions affect the educational a nd academic policies of the university.

7.3.4 Advise the president, and the vice presidents, on policies affecting the quality of student life on campus.

7.4 Supportive Professional Staff

The right of the full-time supportive professional staff to organize a council to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The supportive professional staff, through its council, may communicate its concerns to the University Council or through the appropriate vice president(s) to the president of the university and have ultimate appeal to the Board of Trustees.

Amendment approved by University Council on 09/09/2015; approved by faculty referendum on 10/02/15; and approved by the Board of Trustees on 12/10/2015.

ARTICLE 8:
SELECTION OF A PRESIDENT

8.1 In the selection of a president for the university, the members of the Board of Trustees, the faculty, the students, the supportive professional staff, the operating staff, and all other members of the university community are vitally concerned. Accordingly, when a search for a new president has been authorized, it shall be conducted by a university search committee composed as follows:

- the executive secretary of the University Council;
- one tenured faculty member from each degree-granting college and the University Libraries;
- three additional tenured faculty members from the degree-granting colleges, apportioned so as to reflect in so far as possible the ratio between the number of regular full-time faculty members in each college to the total number of faculty members in all colleges used in the most recent apportionment of faculty seats on the University Council;
- two undergraduate students selected by the Student Association;
- one graduate student selected by the student members of the Graduate Council in consultation with the graduate student members of the Student Association Senate;
- one operating staff member selected by the Operating Staff Council;
- one supportive professional staff member selected by the Supportive Professional Staff Council;
- and one alumni representative selected by the Northern Illinois University Alumni Association.

8.2 All groups selecting members shall make a special effort to include an appropriate representation of women and minority group members among their nominees. Each degree-granting college shall submit a list of nominees equal to the number of its designated representatives plus two. The Faculty Senate shall choose the apportioned number of nominees from each college list. In so doing, the Senate shall seek to achieve appropriate representation of women and minority group faculty members on the committee.

8.3 When the search committee as selected in accordance with sections 8.1 and 8.2 above does not contain an elected faculty representative who is a woman or who is a member of a minority racial group, the elected faculty representatives shall meet and elect such representatives. The persons thus elected shall be chosen from among the faculty members of the university who are eligible for election to the search committee. Prior to conducting such an election, the elected faculty representatives on the search committee shall seek nominations for this position from the college faculties, and shall elect one of the persons thus nominated.

8.4 The search committee shall adopt procedures enabling appropriate representative constituencies to participate in the interview process. The search shall be coordinated on campus, the university providing space and support personnel.

ARTICLE 9:
HUMAN RIGHTS

9.1 Academic Freedom
Freedom of thought, inquiry, and scholarly and artistic expression is fundamental and essential to the maintenance of the academic community. In all of its actions, the university shall act to uphold this principle and to create an environment totally conducive to the unfettered exploration of ideas, pursuit of knowledge, and scholarly and artistic expression.

9.2 Equality of Treatment
The university shall afford to all members of its community fair, impartial, and equal treatment regardless of sex, race, national origin, ancestry, marital status, age, color, veteran status, political views or affiliation, religious views or affiliation, sexual orientation, gender identity, gender expression, physical or mental disability, or other factors unrelated to their scholarly or professional performance. The university may make specific provisions to promote affirmative action.

9.3 Due Process
The university shall establish orderly procedures to insure fairness in its treatment of individual members of the community, and to insure the protection of the rights and welfare of both the individual members of the community and of the university itself.

9.4 Procedures
Procedures for the protection of the above rights shall be set forth in the bylaws.

Article 9.2 amendment approved by the University Council on 11/02/2011; approved by faculty referendum on 11/28/2011; and approved by the Board of Trustees 05/02/2012.

ARTICLE 10:
AMENDMENT PROCEDURES

Amendment of the constitution shall be accomplished by the following sequence of procedures:

10.1 Written notice of a proposed amendment may be presented at any regular meeting of the University Council by any voting or nonvoting member, but no final action shall be taken on a proposed amendment until at least the next regular meeting of the University Council.

10.2 Approval of the proposed amendment by a two-thirds vote of the University Council members voting.

10.3 Approval of the proposed amendment in a faculty referendum in which a majority of those voting concur. For voting eligibility, see Article 6, Section 6.1.1.

10.4 Approval of the proposed amendment by the Board of Trustees pursuant to the Board of Trustees Governance Documents.

BYLAWS OF NORTHERN ILLINOIS UNIVERSITY

ARTICLE 1:
MEMBERSHIP OF THE UNIVERSITY COUNCIL

1.1 Ex Officio Voting Members (11)

- The president
- The executive vice president and provost
- The dean of each of the degree-granting colleges, of the Graduate School, and of the University Libraries.

1.2 Nonvoting Members (4)

- The associate vice president for student affairs.
- Three additional members of the university administration to be designated by the president.

1.3 Elected Voting Members From Full-time College Faculty (32)

Thirty-two tenured members shall be elected by and from the regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct." An elected voting faculty member of the University Council shall be eligible for no more than two successive three-year terms.

1.4 Student Members of the University Council (16)

The voting student members of the University Council shall consist of the president of the Student Association, or the president's designee, and fifteen (15) additional students selected in the manner prescribed in article 4 of these bylaws.

1.5 Supportive Professional Staff Members of the University Council (2)

The president of the Supportive Professional Staff Council shall be a voting member of the University Council. The Supportive Professional Staff Council shall select annually an additional full-time supportive professional staff member to serve as a voting member. Full-time supportive professional staff members are those whose appointments designate them as holding: (a) no-rank faculty status, or (b) faculty rank with administrative assignments outside the academic division of the university.

1.6 Operating Staff Members of the University Council (2)

The president of the Operating Staff Council shall be a voting member of the University Council. The Operating Staff Council shall select annually an additional full-time operating staff member to serve as a voting member.

1.7 Consultants to the University Council
Subject to the call of the University Council, consultants shall have the right to participate in the deliberations of the Council but shall not have the right to vote.

1.8 Additional Ex Officio Members
The assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council shall sit as ex officio, nonvoting members of the University Council during their terms of office.

1.9 Alternates for Members of the University Council
An alternate or a panel of alternates shall be designated for each member of the University Council.

1.9.1 The name of the designated alternate or alternates for each member shall be forwarded to the executive secretary of the University Council by the appointing authority by October 1 of each academic year. No alternate may serve in that capacity until three days after that alternate's name has been officially transmitted to the executive secretary by the appointing authority.

1.9.2 Alternate panels may be used only where more than one member is selected to represent a designated constituency. When a panel is used, the names of alternates in the panel may be ranked by the appointing authority, and the selection of particular alternates to attend meetings in place of any of the University Council members representing the constituency shall be made in terms of the priority ranking. The number of names of alternates in any such panel shall not exceed the number of University Council members representing the constituency from which the alternate panel was developed.

1.9.3 Mid-term vacancies which occur in the position of alternate to the University Council shall be filled in the same manner as that prescribed by the university constitution for filling the position which was vacated. Mid-term appointments shall be for the balance of the unexpired term. They shall take effect three days after notice of the appointment has been sent to the executive secretary of the University Council by the appointing authority.

1.9.4 An alternate, when sitting on the University Council, shall have the same power and privileges as the regular member whose place on the University Council is being filled.

1.9.5 There shall be no use of proxy votes on the University Council. In the event a regular member cannot attend a University Council meeting, the executive secretary of the University Council shall be notified in advance of the meeting.

1.9.6 Vacancies which occur in the membership of the University Council shall be filled by the designated alternate for that position until the vacancy is filled in accordance with the appropriate procedure specified below.

1.9.6.1 Vacancies in seats held on an ex officio basis shall be filled when a new person is designated to fill that office on either a regular or an acting basis.

1.9.6.2 Vacancies in seats held by faculty members shall be filled by the alternate designated for that seat. Such alternate shall serve as a member of the University Council for the balance of the year in which the vacancy occurs. Elections, if necessary, to fill the unexpired portion of the term of office of the vacated position shall be held concurrently with the regularly scheduled annual election of faculty members to the University Council.

1.9.6.3 Vacancies in seats held by student members shall be filled by the alternate designated for that seat. Such alternate shall serve for the balance of the academic year.

1.9.6.4 Vacancies in seats held by representatives of the supportive professional staff or the operating staff shall be filled by the alternate for the vacant position until a successor is elected by the Supportive Professional Staff Council, or the Operating Staff Council respectively.

1.9.7 A panel of alternates for faculty members from each college shall be elected within 30 days of the start of each new academic year by and from the respective college faculty on the Faculty Senate. Names on the panel shall be listed in priority order and forwarded immediately to the executive secretary of the University Council. Should the executive secretary find that there is an insufficient panel of alternates from any college, the secretary shall act to secure an adequate panel of alternates for that college.

1.9.8 Each member of the university administration shall designate an alternate.

1.9.8.1 The alternate for a University Council representative from the supportive professional staff shall be selected in accordance with the Supportive Professional Staff Council Constitution and Bylaws.

1.9.8.2 The president of the Operating Staff Council shall designate an alternate from that council.

1.9.8.3 To be eligible for service as a faculty or staff alternate, a person must be eligible for the University Council position for which she or he is to serve as an alternate. Faculty alternates shall serve for a term of one year and shall be eligible for re-election as an alternate or for election to the University Council in the succeeding year.

Amendment approved by University Council 01/26/2000.
Amended to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011.

ARTICLE 2:
STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

2.1 Steering Committee

2.1.1 Composition

- One elected faculty member from each college;
- One faculty member from the University Libraries;
- One supportive professional staff member;
- One operating staff member;
- Two student members who are not from the same college;
- Two administrative officers who may be either voting or nonvoting members of the University Council;
- The executive secretary of the University Council who will serve as chair.

The faculty members of the committee shall be appointed by the executive secretary with the advice and consent of the Faculty Senate; the student members shall be appointed by the executive secretary with the advice and consent of the student members of the University Council. The administrative officers shall be appointed by the executive secretary in consultation with the president of the university.

2.1.2 Duties

2.1.2.1 The Steering Committee shall advise the executive secretary between meetings of the University Council.

2.1.2.2 The committee shall prepare the agenda for distribution to the University Council members prior to meetings.

2.1.2.3 In addition, the committee shall perform such other duties as are assigned to it by the University Council.

2.1.3 Preparation of the Agenda

2.1.3.1 Any member of the University Council or any 10 members of the university community may submit to the Steering Committee an item no less than 14 days prior to a Council meeting.

2.1.3.2 The committee, by majority vote, shall decide what proposals shall be included on the agenda, and in what order, based on the Steering Committee's judgment as to whether a given proposal lies within the jurisdiction of the University Council and is appropriate for University Council action.

2.1.3.3 Any member of the University Council may challenge the agenda for any meeting, as a priority matter, at the beginning of a meeting; the question of whether a proposal shall be added to the agenda for the day shall be resolved by a

majority vote of the full University Council after hearing the rationale for the inclusion of the item by its sponsor.

2.1.3.4 As an emergency measure, the president may, under priority announcements, add to the agenda items of new business.

2.1.3.5 Items affecting policy may not be added to the agenda for the day except as provided in section 3.3.2 of the bylaws; items not affecting policy may be added to the agenda for the day by majority vote.

2.1.3.6 The University Council may establish rules limiting the amount of time available for individual presentations at University Council meetings, either by members of the University Council or by others permitted to speak before the University Council.

2.1.3.7 In order to assure timely consideration on the academic year's agenda of the University Council and that of its relevant members, an item should be submitted to the executive decretary no later than 21 days prior to the penultimate meeting of the University Council.

2.2 Faculty Senate-University Council Rules, Governance and Elections Committee

2.2.1 Composition The FS-UC Rules, Governance and Elections Committee shall consist of the following members:

(A) Eight faculty members, four of whom shall be members of the University Council, and shall be appointed by the executive secretary of the University Council (with the advice and consent of the University Council). The remaining four shall be members of the Faculty Senate and shall be appointed by the president of the Faculty Senate (with the advice and consent of the Faculty Senate). No two faculty members shall be from the same department. Faculty members shall serve one-year terms and shall be eligible for reappointment.

(B) One student appointed by the Student Association. The student shall be a member of the University Council. The student member shall serve a one-year term and shall be eligible for reappointment.

(C) One Supportive Professional Staff member and one Operating Staff member who shall be members of the University Council. They shall serve one-year terms and shall be eligible for reappointment.

(D) One nonvoting member selected by and from the deans of the degree-granting colleges, who shall serve a one-year term and shall be eligible for reappointment.

The committee chair shall be appointed by the executive secretary with the advice and consent of the University Council.

2.2.2 Duties

(A) Advise the University Council or Faculty Senate on any question referred to it by the University Council or Faculty Senate involving the interpretation of the university Constitution or Bylaws, and/or Faculty Senate Bylaws and including questions relating to the definition or application of academic freedom standards.

(B) Administer and supervise elections to the University Council and Faculty Senate. Faculty Senate representatives on the committee will administer the Faculty Senate elections; University Council representatives on the committee will administer the University Council elections.

(C) Make final rulings on the eligibility of candidates from colleges and the University Libraries and all other election matters not specifically covered by these procedures.

(D) Review, prior to the elections in those years which are multiples of three, the ratio of the faculty in each college who are on regular contract, excluding the faculty member from the University Libraries, to the total number of faculty in all colleges who are on regular contract and recommend to the University Council any needed adjustment in the number of elected faculty seats on the University Council allocated to each college.

(E) When a university committee or council requires staggered terms for its elected faculty members, determine in advance of the election which seats in each college shall be filled for one-, two-, or three-year terms. Such a determination must be made before the initial election of faculty to such a committee or council, and before the first election after each successive reapportionment of seats on the committee or council. Staggered terms shall be assigned so that, as nearly as possible, there will be an equal number of members of the council or committee elected each year and an equal number of members elected from each faculty constituency each year.

(F) Administer and supervise all referenda that require the vote of the entire faculty of the university.

(G) Monitor legislation that affects higher education and report the status of such legislation to the University Council so that appropriate actions may be taken.

~~**2.3 University Council Personnel Committee**~~

~~**2.3.1 Composition** All voting members of the University Council Personnel Committee shall be tenured members of the faculty. The committee shall consist of members chosen as follows:~~

2.3.1.1 Seven members of the University Council: one each from the faculty elected to represent the colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Visual and Performing Arts, and two from among the faculty elected to represent the College of Liberal Arts and Sciences.

These members shall be appointed by the Faculty Senate prior to the selection of other members of the committee and shall serve staggered two-year terms during their membership on the University Council.

2.3.1.2 Members from the faculties of the colleges chosen as follows:

(A) One member from each of the following college councils chosen by members of that college council: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts; such members shall not be chosen from the same academic departments as the members selected for the committee from these colleges by the Faculty Senate.

(B) One member from the faculty of the College of Law and the University Libraries chosen by that faculty.

2.3.1.3 The vice provost for graduate studies and research who shall serve ex officio, but who shall not vote;

2.3.1.4 The executive vice president and provost who shall serve ex officio as chair, but who shall not vote.

2.3.2 Duties

2.3.2.1 Provide the colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions.

2.3.2.2 Review and formulate recommendations regarding all proposed changes in university policy pertaining to salary increases, tenure, promotion in rank, leaves without pay, and for sabbatical leaves for academic personnel. No university policy relating to faculty compensation, including increments, shall be established or changed until it has been reviewed and recommended by the University Council Personnel Committee. All such recommendations shall be reported to the University Council.

2.3.2.3 Insure that the personnel policies and procedures of the individual colleges and of the university libraries are up-to-date, in compliance with university policies, adequate to the demands and expectations placed upon them, and properly enforced and implemented in all situations. To accomplish this purpose, the committee may undertake analyses of aggregate personnel decisions by

departments and colleges for the purpose of determining compliance by such units with university policies. In doing this, the committee shall not, however, undertake investigations or reviews of individual personnel decisions, except as such decisions must be reviewed in the context of a broader aggregate analysis of college and departmental personnel actions.

2.3.2.4 Approve the personnel policies and procedures of the individual colleges and of the university libraries, and all proposed changes in such policies, before such policies and procedures can be implemented.

2.3.2.5 Review all department and college recommendations pertaining to policies on salary increases and aggregate analyses of all department and college recommendations regarding tenure and promotion in rank for all personnel holding faculty rank.

2.3.2.6 Formulate recommendations regarding sabbatical leave applications in accordance with the provisions of Article 8 of these bylaws.

2.3.2.7 Review and forward its recommendation to the president on each case involving promotion, tenure, or sabbatical leave in which the executive vice president and provost disagrees with a unanimous recommendation made by the college and department concerned.

2.3.2.8 Serve as an appeals board to hear and forward recommendations to the executive vice president and provost on individual cases involving:

A. Allegations of procedural violations at the college level;
B. Disagreements on a personnel decision/recommendation between a college and a department;
C. Disagreements on a personnel decision/recommendation between a dean and a college council or college personnel committee;
D. Concerns of the executive vice president and provost about a possible violation of personnel procedures or standards which was not resolved at the college level.

The definition of this review authority is further specified in section 6.3.4 of these bylaws.

2.3.2.9 Perform such other functions as may be assigned to it by these bylaws.

2.4 Academic Policy Committee

2.4.1 Composition The Academic Policy Committee shall consist of members of the University Council as follows:

- Seven elected faculty members from at least four colleges;

- ~~Two deans from among the colleges and Graduate School;~~
- ~~One other administrator;~~
- ~~One undergraduate student and one graduate student.~~

~~The committee members and committee chair shall be appointed by the executive secretary with the advice and consent of the University Council.~~

~~**2.4.2 Duties**~~

~~**2.4.2.1** Advise the University Council on any question referred to by the University Council and involving the academic activities of the university.~~

~~**2.4.2.2** Recommend to the University Council responses to substantive policy changes from the academic councils in Article 13 (Academic Planning Council, Graduate Council, and Baccalaureate Council).~~

~~**2.4.2.3** Recommend to the relevant academic councils, issues of concern to the University Council that are within the purview of those academic councils.~~

2.5~~3~~ University Affairs Committee ***(All subsections from here through the end of Article 2 are renumbered to accommodate the above proposed deletions.)***

2.3.1 Composition The University Affairs Committee shall consist of members of the University Council as follows:

- Seven elected faculty members from at least four colleges;
- Two deans from among the colleges and Graduate School;
- One other administrator;
- One member of the supportive professional staff;
- One member of the operating staff;
- Two students who are not from the same college.

The committee members and committee chair shall be appointed by the executive secretary with the advice and consent of the University Council.

2.3.2 Duties Advise the University Council on any question referred to it by the University Council involving the operation of the university, other than matters within the purview of the ~~Elections Committee,~~ ~~Minutes Committee~~, ~~University Council~~ Faculty Senate Personnel Committee, Rules, Governance and Elections Committee, ~~Academic Policy Committee,~~ and Resources, Space, and Budget Committee. These questions may involve internal university matters (such as athletics, parking, the student judicial system, the university calendar, and the offices of the ombuds~~man~~person and the executive secretary to the University Council) and the university's relationship with external agencies (such as local municipalities and the legislature).

2.4 Resources, Space and Budget Committee

2.4.1 Composition

2.4.1.1 The Resources, Space, and Budget Committee shall consist of the following members

(A) Twelve faculty members, six of whom shall be members of the University Council and shall be appointed by the executive secretary of the University Council (with the advice and consent of the University Council). The remaining six shall be members of the Faculty Senate and shall be appointed by the president of the Faculty Senate (with the advice and consent of the Faculty Senate). Faculty membership shall include at least one representative from each academic college and University Libraries. Faculty members shall serve one-year terms and are eligible for reappointment. No two faculty members shall be from the same department.

(B) One student appointed by the Student Association. The student shall be a member of the University Council. The student member shall serve a one-year term and shall be eligible for reappointment.

(C) Two Supportive Professional staff members and two Operating Staff members who shall be members of the University Council. They shall serve one-year terms and shall be eligible for reappointment.

(D) One nonvoting member selected by and from the deans of the degree-granting colleges, who shall serve a one-year term and shall be eligible for reappointment.

(E) The vice president for administration and finance and chief financial officer who shall be ex officio nonvoting.

(F) The executive vice president and provost who shall be ex officio nonvoting.

2.4.2 Chair The chair of the committee shall be a member of the University Council, selected by the executive secretary of the University Council with the advice and consent of the University Council. The chair shall serve a one-year term and shall be eligible for reappointment.

2.4.3 Duties

(A)To participate with the president and the executive vice president and provost in the development of long-range planning regarding the allocation and reallocation of resources in both the operating and capital budgets and in the assignment and reassignment of space.

(B) To advise the president and the executive vice president and provost regarding goals and priorities for the utilization of resources, space, and budgets, and to provide periodic evaluations of progress in achieving the goals and priorities.

(C)To make other reports and recommendations to the Faculty Senate and the University Council regarding resource allocations and utilization as the committee feels appropriate or as may be requested by the Faculty Senate or University Council. In addition to holding regular meetings to seek input on resource needs and priorities, the committee shall meet with the president and the executive vice president and provost, together and/or separately, at least two times a semester, to offer advice on budget and space issues. The committee shall report its recommendations and evaluations to the Faculty Senate and the University Council.

(D) To advise the president and executive vice president and provost on critical, time sensitive budget issues affecting the university.

(E)To participate and advise the president and executive vice president and provost on resource allocation matters and revenue generation opportunities that arise.

2.4.4 Operating outside of the academic calendar

(A) In order to address Item ~~2.6.3~~ 2.4.3 (D) under Committee Duties, the committee is authorized by the University Council to function outside of the academic year calendar, without a quorum, providing there are at least five voting members, the majority of which must be faculty.

Alternates for this committee operating outside of the academic year will be selected by the Executive Secretary of the University Council.

2.5 Financial Exigency Advisory Committee

If the president believes a financial exigency is imminent, the president, in consultation with the Resources, Space, and Budget Committee, shall form a Financial Exigency Advisory Committee, some of whose members shall be voting members of the Resources, Space, and Budget Committee. All procedures, criteria, and guidelines developed by the committee to carry out the provisions of this bylaw and of the board regulations shall be reviewed by the University Council before any exigency-related decisions are undertaken.

2.6 Other Standing Committees

Other standing committees may be established by the Steering Committee with the advice and consent of the University Council.

2.7 Committee/Board Structure

The University Council shall reexamine periodically the internal committee and board structure of the university.

Then NIU Bylaws, Article 2.8.1.1 (E) amended to reflect current position title per University Council approval of identical Committee Book update 09/07/2011.

Then NIU Bylaws Article 2.8.1.1 (E) and (F) amended to reflect current position titles and duty assignments, approved by University Council 04/02/2014.

Then NIU Bylaws Article 2.6 (previously 2.8), Resources, Space and Budget Committee, amended per University Council approval 04/29/2015.

NIU Bylaws Article 2.3, Minutes Committee, eliminated per University Council approval 04/29/2015.

NIU Bylaws, Article 2.2, Elections and Legislative Oversight Committee, and Article 2.5, Rules and Governance Committee, merged into an amended 2.2 and one new committee: Rules, Governance and Elections Committee per University Council approval 04/29/2015.

NIU Bylaws, Article 2.2 amended to consolidate the UC-RGE Committee with the FS-RGE Committee per University Council approval 10-07-15.

Then NIU Bylaws, Article 2.6.1.1 (C), (E) and (F) amendment approved by University Council 05/02/2018.

ARTICLE 3:
OPERATING PROCEDURES OF THE UNIVERSITY COUNCIL

3.1 Order of Business and Parliamentary Authority

3.1.1 The order of business shall be:

Call to Order
Adoption of Agenda
Approval of Minutes
Public Comment
President's Announcements
Consent Agenda
Reports from Councils, Boards, and Standing Committees
Unfinished Business
New Business
~~Comments and Questions from the Floor~~
Information Items
Adjournment

3.1.2 Except as otherwise provided by the University Council, its meetings shall be conducted in accordance with Robert's Rules of Order Revised.

3.1.3 A parliamentarian, who shall be appointed by the president, shall perform the usual duties appertaining to this position.

3.1.4 A majority of the members of the University Council eligible to vote shall constitute a quorum.

3.2 Minutes of the University Council

3.2.1 The executive secretary shall make a draft copy of the minutes, which shall be forwarded to council members prior to the next regular meeting of the University Council. As provided in the order of business, University Council minutes must be approved by the University Council. Approved minutes of the University Council shall be distributed to University Council members and to faculty and supportive professional staff in a timely manner.

3.2.2 Prior to approval of the minutes of the University Council, official statements on the business of the University Council shall be released only by the presiding officer or the executive secretary of the University Council.

3.2.3 A copy of the minutes shall be regularly deposited in the university archives. The University Council website is the official medium for the publication of the minutes of the University Council.

3.3 Voting Procedure of the University Council

3.3.1 Action shall be taken by majority vote of the members voting. When the motion is called, members may vote in favor of the motion, against the motion, abstain from voting, or indicate that they are present but not voting. Those present and not voting shall not be counted in computing whether the appropriate majority has been obtained for passage of a motion. The question of whether a roll call vote shall be taken may be incorporated in the motion or a motion to amend may be offered to request a roll call vote.

3.3.2 Proposals affecting policy must be presented in writing and may be discussed at the meeting at which first presented, but shall be held until at least the next regular meeting for action. By approval of three-fourths of the members voting, however, this waiting period may be waived for a particular proposal, and final action may be taken on the proposal in question at the meeting at which it is first presented.

3.3.3 Substantive amendments to policy proposals shall ordinarily be presented in writing and distributed to members prior to the meeting at which they are to be considered, either by a member or through the executive secretary of the University Council. By approval of three-fourths of the members voting, however, action on substantive amendments to policy proposals may be taken at the meeting at which it is first presented.

3.4 Consent Agenda

3.4.1 The Steering Committee of the University Council shall place on the consent agenda those items of business requiring University Council action which, in its judgment, are not likely to require University Council discussion and which are expected to receive unanimous approval from University Council members.

3.4.2 When the consent agenda is called at any meeting of the University Council, members of the University Council shall first have an opportunity to object to the placement of any item on the consent agenda. Any item receiving such an objection from any five voting members of the University Council shall be removed from the consent agenda and placed in the appropriate later category of the meeting's agenda. Removal of items from the consent agenda shall not be debatable.

3.4.3 After items to which objections have been raised are removed from the consent agenda, the University Council chair shall call for a single vote to approve all of the matters of business remaining on that agenda.

3.5 Procedure for Implementing and Appealing University Council Actions

Any action approved by the University Council shall go into effect immediately or at a date specified. In the event that the approval of the Board of Trustees is required or deemed necessary, the action of the University Council shall not be effective until appropriate action is taken by the Board. Action of the University Council on matters affecting policy may be appealed by written petition of five percent or 500 members, whichever is smaller, of any constituency (faculty, student, supportive professional staff, operating staff) represented by a

voting member of the University Council. Such petition shall be made to the president within 10 days of the official publication of the action. The president shall, if necessary, call a special meeting of the University Council or, in accordance with Section 2.1.3.4 of these bylaws, place the appeal on the agenda of the next regular meeting to require the University Council to reconsider the vote on the action taken.

3.6 Office of the Executive Secretary

3.6.1 The executive secretary of the University Council shall be provided by the president with an office, secretarial assistance, and the supporting resources pertaining thereto. The outgoing executive secretary shall prepare an annual office budget as part of the normal university budget process. The budget shall provide salaries for the executive secretary, secretarial assistance, as well as supporting resources pertaining to the office. The budget shall also include funding for the Office of the Ombuds~~man~~person, the Faculty and SPS Personnel Advisor, and the faculty representative to the Illinois Board of Higher Education.

3.6.2 The executive secretary shall be paid from the budget of the academic department in which the individual holds rank and tenure for a regular nine-month full-time appointment. That department shall be compensated by a transfer of funds from the budget of the University Council to support instructional costs incurred by the department as a consequence of the executive secretary's assignment to University Council duties. The actual allocation to the department shall be determined on the basis of discussions involving the department chair, the dean of the college, the executive vice president and provost, and the Office of the President. The budget of the University Council shall also fund an additional three months' salary for the executive secretary.

NIU Bylaws, Article 3.6.1 amendment approved by University Council on 04/09/2008.
NIU Bylaws, Article 3 amendment approved by University Council on 04/30/2008.
NIU Bylaws, Article 3.1.1, 3.2.1, and 3.2.3 amendments approved by University Council on 02/22/2012.
NIU Bylaws, Article 3.2.1 amended to reflect Article 2.3 amendments approved by University Council on 4/29/2015.
NIU Bylaws, Article 3.6.2 amendment approved by University Council on 05/03/2017.

ARTICLE 4:
ELECTION PROCEDURES OF THE UNIVERSITY COUNCIL

4.1 Election Administration

Elections to the University Council shall be administered and supervised by the Faculty Senate-University Council Rules, Governance and Elections Committee (RGE).

4.2 College and University Libraries Faculty Elections

4.2.1 Elections of representatives to the University Council from college and University Libraries faculties shall be initiated by the RGE in November of each year for terms beginning the following fall semester. At the same time, the RGE shall inform faculty, through appropriate campus-wide email, that the University Council election process is about to begin. Such notice shall include the names of those representatives whose terms are expiring.

4.2.2 The RGE shall inform each college and the University Libraries of the number of positions to be filled by the faculty of that unit and ask the unit to forward to it a list of nominees drawn from the unit's faculty members qualified for election to, and willing to serve on, the University Council. Each college and the University Libraries shall submit to the RGE, by the date stated in the call for nominees, the number of such names equal to no fewer than two (2) times the number of representatives to be elected from the college. Each college and the University Libraries shall determine in a faculty referendum its own procedures for developing its list of nominees to be submitted to the RGE. These procedures shall be transmitted to the executive secretary of the University Council and shall remain in force until amended in a subsequent referendum.

4.2.3 The executive secretary of the University Council will contact each nominee to confirm the faculty member's willingness to serve. The RGE shall then cause to be circulated to the qualified voters among the faculty of each college and the University Libraries an election ballot containing the names of the nominees for election from that unit, and ask each faculty member to vote for a number of persons equal to the number of representatives to be elected. The nominees receiving the highest number of votes shall be declared elected. Ties occurring at any stage of the balloting shall be broken by lot.

4.2.4 All elections shall be conducted by secret ballot.

4.2.5 Each college and the University Libraries may choose to conduct its balloting electronically or by paper ballot. For electronic voting, an RGE designee shall have access to the electronic program used for tabulating the results of the election in order to share results with the RGE. For paper balloting, all paper ballots shall be returned to the Office of the University Council by each individual voter. Paper ballots will be canvassed by the RGE. Upon completion of electronic voting, digital records for ballots cast and final ballot counts shall be forwarded to the Office of the University Council. The electronic and paper ballots will be kept by the Office of the University Council in accordance with state and university record retention policies.

4.3 Student Representation

4.3.1 The president of the Student Association shall be a voting member of the University Council and may designate an alternate from the executive board of that association. Both the president and the alternate must comply with the requirements of Section 4.3.2.5 of these bylaws to be eligible to serve on the University Council.

4.3.2 Fifteen additional voting student members shall be selected as follows:

4.3.2.1 One student representative and that representative's alternate shall be chosen from students in the college by the student advisory committee of each degree-granting college. A student representative and that representative's alternate shall also be chosen from the graduate student body by the student advisory committee of the Graduate School.

4.3.2.2 Seven student representatives and their alternates shall be appointed by the Student Association president with the advice and consent of the Student Association Senate. Every effort should be made to ensure that there is representation from various academic colleges and other constituencies including women, persons from minority groups, international students, and graduate students. Alternates shall represent the same student constituency as the members for whom the alternates are to be appointed.

4.3.2.3 The president of the Student Association shall notify the executive secretary of the University Council of the names of the student representatives, and the alternate for each such representative.

4.3.2.4 A vacancy in the position of student representative or student alternate representative shall be filled in the same manner used to make the initial appointment. Persons appointed to fill vacant student positions shall be eligible to serve on the University Council three days after the executive secretary of the University Council has been notified of their appointment.

4.3.2.5 Students whose status is "good standing" and who are carrying a minimum of nine semester hours or, in the case of graduate students and the president of the Student Association, six semester hours each semester shall be eligible for membership. To continue as a member, a student must maintain good academic standing and enrollment in at least the number of semester hours indicated above.

4.3.2.6 For purposes of this section, the academic major of an individual student shall be that which existed as of the date of the student's appointment or election to office.

4.4 Supportive Professional Staff and Operating Staff Representatives

The president of the Supportive Professional Staff Council and the president of the Operating Staff Council shall be elected in accordance with the provisions set forth in the bylaws of those organizations.

NIU Bylaws, Article 4.3 amendment approved by University Council 04/11/2012.
NIU Bylaws, Article 4 amendment approved by University Council 05/02/2018.

ARTICLE 5:
THE ACADEMIC PERSONNEL PROCESS

Northern Illinois University strives for excellence in all academic matters. The academic personnel process is designed to facilitate the evaluation of faculty, in the light of this quest for excellence, in a fair and professional manner. To do so requires the exercise of informed, professional judgment as well as respect for the rights and responsibilities of all persons involved in the process. The University is best served when personnel matters can be decided, and disagreements resolved, in an environment of informal cooperation and full discussion, based upon clearly stated criteria for evaluation.

5.1 Principles Regarding Personnel Matters

5.1.1 The faculty personnel process at Northern Illinois University is a dual track system with faculty and administrators comprising the two distinct tracks and each track composing distinct evaluations. This system originates at the department level and progresses through the college and university levels to final on-campus recommendation by the president.

5.1.2 Each department and college must maintain written policies and procedures for carrying out their roles and responsibilities in the personnel process indicated in these Bylaws. Those documents are to be made available to the affected faculty.

5.1.3 If departmental personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 22 of the Bylaws. In that case, those eligible to vote on the amendment are the regular, full-time faculty members of the department. If college personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 22 of these Bylaws. In that case, those eligible to vote on the amendment are the members of the college council, or in colleges without a council, the regular, full-time faculty as a whole.

5.1.4 All departmental personnel policies and procedures must be approved by the appropriate college faculty personnel body, and the college personnel procedures by the University Council Personnel Committee prior to their implementation.

5.1.5 The affected faculty member has the right to know of the disposition of a personnel recommendation in process within 30 working days after its receipt at the next higher level of decision making, unless an appeal is filed within those 30 days.

5.1.6 A written report on a recommendation concerning promotion, tenure, or sabbatical leave will be sent to the faculty member affected by each of the following levels of decision-making after that level has acted on the recommendation: department, college, university. A written notice of merit ratings for pay increment purposes shall be sent to the affected faculty member from the department. All such notices shall contain pertinent

information regarding the opportunities for and regulations governing requests for reconsideration or appeal.

5.1.7 Non-tenured faculty in tenure-track positions shall be entitled to receive annually a written evaluation of their progress toward the achievement of tenure. A copy of each such annual report shall be forwarded to the appropriate college dean.

5.1.8 Appeals of personnel recommendations and alleged violations of policy or procedure shall be restricted to the level above the level at which the appealed recommendation was made. All appeals shall be filed by 14 days from the date of notification of the affected faculty member.

5.2 University Criteria for Arriving at Personnel Decisions

5.2.1 General Criteria for Arriving at Personnel Decisions

5.2.1.1 Recommendations concerning promotion, tenure, retention, and salary should reflect careful evaluation of: (1) effectiveness in teaching or, for library faculty, in librarianship, (2) scholarly contribution, including research, artistry, and any external peer evaluation of research and artistry, and (3) service to the university community and profession. Recommendations should be based only upon the professional performance of the faculty member. Utmost care must be exercised by all individuals and bodies making personnel recommendations to exclude possible prejudice concerning such matters as sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance.

5.2.1.2 The reason the university exists is to serve society by encouraging learning. In order to do this most effectively, it must focus its activities on all of learning-the discovery, transmission, and application of knowledge.

5.2.1.3 Effectiveness in teaching is a significant aspect of a faculty member's professional performance. For library faculty, effective librarianship is the criterion equivalent to effective teaching for other faculty members. Where a library faculty member's assignment involves teaching regularly scheduled classes, that teaching shall be evaluated.

5.2.1.4 Scholarly inquiry and research and artistic production are an integral component of the university and are indispensable in insuring the vitality of the entire instructional, research, and artistic programs of the university. To be an effective teacher, a faculty member needs to engage in related scholarly (research and artistic) activities designed to insure continued currency and familiarity with the academic discipline and field of specialization in which the teaching occurs.

5.2.1.5 Professionally-oriented public service activities are an important part of the university's obligations, particularly as they relate to its central mission: the service of society through the promotion of learning. Such activities enable scholars to test new insights. They expand the experiences, knowledge, and professional competence of faculty. Public service* thus has a potential parallel to research in its capacity to enrich teaching or librarianship and as such should be given adequate recognition in the evaluation of faculty.

*The term, public services, does not exclude professionally-oriented activities in the private sector of society. It refers, rather, to scholarly activities other than those of an instructional or research nature in which the academics are invited to participate because of their scholarly expertise which involve, directly and explicitly, their professional competencies, which are not related to their personal membership in religious, civic or community organizations, and which do contribute directly to growth in their scholarly competencies. Colleges and departments should define public service activities which are appropriate for their particular scholarly competencies.

5.2.1.6 Criteria Upon Which Personnel Decisions Are Appropriately Based Include:

(A) Effectiveness in teaching or librarianship:

1. Teaching

(a) Command of subject matter.
(b) Skill in presenting material.
(c) Respect for the student as a co-learner.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate students' efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating student performance.
(g) Acceptance of responsibility for assessing and improving effectiveness as a teacher.
(h) Acceptance of responsibility for continually updating and improving courses taught.

2. Librarianship

(a) Command of subject matter.
(b) Skill in presenting material in the context of reference service, instruction, bibliographic control, or collection development.
(c) Respect for users of library resources.
(d) Effectiveness in creating an atmosphere that will encourage and

facilitate the library clientele's efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating the needs of library users.
(g) Acceptance of responsibility for assessing and improving effectiveness as a librarian.
(h) Acceptance of responsibility for continually updating and improving the library's collection, access to information, and the services extended to its clientele.

(B) Scholarly Performance and Achievement:

1. Success in keeping up-to-date in the field of scholarly competence.

2. Quality of scholarly or creative productivity.

(C) Service to the University Community and Profession:

1. Service to the department, college, and university through the competent performance of committee and other assignments or activities, including academic advisement, mentoring, faculty advisement to student organizations, and other student-oriented service.

2. Performance in facilitating the work and advancing the mission of the department, college, and university.

3. Service to professional societies and groups.

4. Quality of professionally-oriented public service activities.

5. Service to department, college, and university is an integral and expected part of university membership. Hence, it should be accorded appropriate credit in annual merit evaluations, especially when it is of an extraordinary nature. However, for purposes of tenure, promotion, or sabbatical leave, it should be accorded significantly less importance than effectiveness in teaching and scholarly achievement.

5.3 University Criteria for Promotion

5.3.1 Beyond the Board of Trustees' minimum requirements for the various academic ranks, individuals being recommended for promotion should meet the following criteria:

5.3.1.1 Teaching or Librarianship Effectiveness

Individuals teaching regularly scheduled classes being recommended for promotion must have demonstrated successful teaching and show continuing concern for critical assessment and improvement of their teaching. Library faculty being recommended for promotion must have demonstrated successful librarianship and show continuing concern for critical assessment and improvement of their librarianship. In considering individuals for promotion to associate professor, which recommendation normally will be accompanied by a recommendation for tenure, particular care should be given to assessing effectiveness of teaching or librarianship. Individuals being recommended for promotion to the rank of professor should present a continued record of successful teaching or librarianship.

5.3.1.2 Department, College, and University Service

Individuals being recommended for promotion must have given evidence of an ability and willingness to work cooperatively with colleagues in efforts to support and improve the programs of the department, college, and university.

5.3.1.3 Scholarly and Professional Achievement

(A) Promotion to rank of assistant professor: Promise, as demonstrated by an earned doctorate or similar educational or professional accomplishment, of an ability for leadership in the faculty member's scholarly or creative field.

(B) Promotion to rank of associate professor: Ordinarily, evidence that the faculty member is in the process of achieving professional recognition among leaders in the individual's discipline through scholarly publications, papers presented at professional meetings, artistic achievements, or other forms of scholarly activity. Professional public service may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

(C) Promotion to rank of professor: Evidence that the faculty member has achieved significant professional recognition among other leaders in the individual's discipline through publications, papers presented at professional meetings, artistic achievements, public service related to the discipline, or other forms of scholarly activity. Professional public service* may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

5.3.2 Realistically, it is not expected that, to be eligible for promotion, a faculty member will have demonstrated outstanding achievement in all of these areas. In all cases, however, a recommendation for promotion will require a demonstrated ability in teaching or, for library faculty, librarianship plus clear evidence of continued professional growth

and activity in scholarship and service. Those making recommendations for promotions in rank should bear in mind that maintenance of the integrity of the academic ranks at Northern Illinois University requires that the standards for promotion be comparable to those institutions to which Northern Illinois University wishes to be compared.

5.3.3 A faculty member on joint appointment will have the teaching and/or librarianship, scholarship, and service expectations specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment.

5.3.4 Time in Rank for Promotion to the Ranks of Associate Professor and Professor

Promotion from assistant to associate professor will not be recommended until an individual has served at the lower rank, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Likewise, promotion from associate professor to professor will not be recommended until the individual has served at the rank of associate professor, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Each college shall establish criteria to be used in identifying those circumstances and records of achievement deemed "extraordinary."

5.4 University Criteria for Tenure

The decision to recommend a faculty member for a tenure appointment is the most critical decision made by an academic department, a college, and the university. Each department has the responsibility of building the most capable faculty possible within its means. The process of building a strong faculty involves not only the recruitment of the most promising candidates available, but also the critical evaluation of their teaching or librarianship, scholarship and service to the university community and to their profession during their probationary period. Decisions on tenure substantially determine the quality of teaching, librarianship, scholarship, academic counseling, and creative planning available to the department, college, and university. Accordingly, a recommendation for tenure is justified only for those faculty members who have demonstrated to the satisfaction of appropriate faculty bodies and administrative officers that they are fully qualified to discharge their responsibilities in advancing the mission of the department, college, and university on a long-term basis as a teacher-scholar.

Ordinarily, the criteria for tenure are similar to those for promotion to the rank of associate professor. Only in unusual circumstances should tenure be recommended for assistant professors without the concurrent recommendation for promotion to associate professor.

A faculty member on joint appointment will have the tenure criteria and procedures specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment. The procedures must specify how recommendations at the unit and college levels will be made and how "agreement at the department and college level" (in the sense of Article 6.3.4.1) is to be defined.

~~Faculty members on non-tenure appointment must recognize that their appointments are probationary. During this probationary period, it is their obligation to establish that they are qualified for a tenure appointment.~~

~~Each faculty personnel committee and chair shall have procedures for the annual evaluation of the cumulative progress toward tenure of all probationary faculty members and for communicating the results of such evaluations to them. The criteria to be used for the evaluation shall be those guidelines for tenure most recently published by the academic unit in which the applicant holds a tenure-track appointment. The results of the annual evaluation shall be shared with the faculty member in writing as well as in personal consultation with the academic unit's chief administrative officer. The written evaluation may be composed by either the personnel committee or the chief administrative officer or both working together. If the personnel committee and the chief administrative officer agree on the report, both shall sign it. If they disagree, two written reports shall be shared with the faculty member and placed in the faculty member's file. This procedure shall be followed in all required evaluation reports: ordinary annual reviews done at the time of recruitment of faculty for whom tenure may be awarded in fewer than five years, and the formal and particularly thorough evaluation done once for each faculty member on a five-, six-, or seven-year tenure track.~~

~~In the case of a faculty member on a seven-year tenure track, the evaluation in the third year shall be a formal and particularly thorough cumulative review which shall be conducted in the spring of that year by the personnel committee and chief academic officer of the academic unit in which the person being evaluated holds an academic appointment. A statement shall be appended to this evaluation which specifies the academic unit's anticipated long-term need for the position held by the probationary faculty member. This evaluation shall be shared with the concerned probationary faculty member and, where the academic unit involved is an academic department, with the appropriate college dean.~~

~~For faculty members on a four-year tenure track, it is expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.~~

~~For faculty members on a five- or six-year tenure track, it is expected that at least one year before their evaluation for tenure, at a time agreed upon at the time of recruitment, a particularly thorough and formal cumulative evaluation of the progress toward tenure shall be conducted. It is further expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.~~

~~A probationary faculty member who feels that an annual evaluation is unfair, inadequate, or otherwise inconsistent with the relevant published guidelines for achieving tenure may place a written response to the evaluation in the personnel files maintained on that faculty member by appropriate university offices. However, the annual evaluation of progress toward tenure of a probationary faculty member shall not itself be subject to the personnel appeal process.~~

5.5 Non-reappointment of University Probationary Faculty

A decision not to renew an appointment of a probationary faculty member may be made at any time during the probationary period. Adequate notice, as required by the Board of Trustees Governance Documents, must be given in the case of a decision not to reappoint. If requested, reasons, in writing, for non-reappointment should be given; however, it is clearly understood that this is a courtesy to the faculty member and that the department is not obligated to prefer charges nor to provide evidence of a juridical nature except when the reason(s) for non-reappointment entails allegations of unprofessional or unethical behavior.

5.6 Faculty and University Discretion

Nothing in this article or in these bylaws, including the results of periodic reviews of tenure status as reported to probationary faculty in accordance with the provisions of this article, should be construed to create any contractual entitlement to tenure.

Article 5.4 amendment approved by University Council 05/01/2013.

ARTICLE 6:
GENERAL PERSONNEL PROCEDURES

The procedures described below provide a mechanism whereby the objectives of the personnel process can be met. They do not insure those objectives, since any set of procedures must be effectively administered in order to produce the desired results. Furthermore, they do not, and cannot, foresee all possible circumstances that may arise in the evaluation of faculty members for personnel decisions. Hence, these procedures must be supplemented by the detailed procedural and policy statements of departments, colleges, and the University Council Personnel Committee. The following statement sets forth the principles and procedures to be followed in the future development of the academic personnel process.

6.1 General Personnel Procedures

In addition to the personnel procedures stipulated in the personnel principles set forth in Section 5.1 of these bylaws, the following procedures shall also be faithfully followed:

6.1.1 On-campus recommendations regarding promotion in rank, tenure status, and sabbatical leave shall be completed during the fall semester of each academic year for the following academic year. Exceptions shall be permitted only for recommendations on which an appeal or request for reconsideration has been filed.

6.1.2 Annual faculty merit ratings and recommendations regarding salary increments for the following academic year shall be started and completed during the spring semester of each academic year for faculty service and accomplishments during the previous calendar year of service. Departments, at their option, may choose to base such evaluations upon a "rolling average" of the two or three previous calendar years of service. Each department shall inform its faculty about which method of calculation is to be used prior to the start of the period to be evaluated.

6.1.3 All faculty salary adjustments require faculty involvement in decision making. The ordinary salary increment process depends on faculty merit ratings and recommendations (Bylaws 6.1.2) under policies created in accordance with Bylaws 2.4.2.2.

6.1.4 The selection process for the chair of each personnel committee at the department, college, or university level shall be specified in the appropriate policies or bylaws of the academic unit involved. When such committees are formulating recommendations regarding merit evaluation, salary increments, promotion, tenure, or sabbatical leaves, the academic unit's administrative officer (chair, dean, executive vice president and provost) shall be a nonvoting, ex officio member of the committee.

6.1.5 When both the department personnel committee and the department chair agree not to recommend a faculty member for promotion, tenure status, or sabbatical leave, no further consideration is necessary unless the faculty member wishes to file a formal appeal to the college. However, all tenure recommendations in the penultimate year,

whether positive or negative, must be forwarded to the college even though no further action is required at that level.

6.1.6 In any case involving an appeal of a personnel decision (e.g., regarding annual evaluation, tenure, promotion, or sabbatical leave), the members of the body which made the decision being appealed shall be obliged to abstain from voting on the appeal.

6.1.7 Persons in the terminal year (e.g., denied tenure, resigning, or dismissed for cause) may participate in discussion of personnel matters to be effectuated after their departure from the university but shall not vote on such matters, unless either general policy or a specific motion inviting them to vote shall have been approved by the department faculty. This policy does not apply to retiring faculty.

6.1.8 It is preferable that all members of the departmental personnel committee or the appropriate college faculty committee in colleges without academic departments be tenured. If there be non-tenured members, they shall not be a majority and they shall neither participate nor vote on evaluations for, or recommendations regarding, tenure.

6.1.9 Under the Board of Trustees Regulations, time on total or partial leave does not count toward tenure unless it is agreed before the leave begins that it will count. When continuing but not yet tenured faculty go on total or partial leaves of absence, whether or not the time on leave is to count in the years-to-tenure, such total or partial leave may not continue for more than one year without the approval of both the department personnel committee and department chair, or in colleges without departments, the college personnel committee and dean. Ordinarily, the maximum extension of the tenure track achieved by total or partial leaves of absence shall not exceed two years.

6.2 Personnel Procedures at the Department Level

Academic departments bear the principal responsibility for evaluating the professional competence and achievements of their faculty members.

6.2.1 Departments shall provide faculty members with statements of criteria and policies for various personnel actions, the types of evidence to be evaluated, the procedures to be followed in making personnel recommendations including provisions for student participation in the personnel process and dates for compliance. Each departmental statement shall be submitted to the appropriate college where it must be reviewed and approved before it is disseminated or implemented. Each new faculty member, appointed on a regular faculty contract, shall be given a copy of these and all other pertinent college and university personnel policies when employed.

6.2.2 A faculty member on a joint appointment between units will receive, at the time of appointment, a Memorandum of Understanding, prepared by the units and endorsed by the dean(s) to whom they report, specifying the conditions of the appointment, including the responsibilities to and support from each unit and the teaching, scholarship, and service expectations of the individual. This Memorandum of Understanding may be amended at any time by agreement of all concerned parties. A person on joint

appointment shall not be disenfranchised from the university governance system because of that appointment.

6.2.3 Departments shall make personnel recommendations on the basis of department, college and university guidelines and policies.

6.2.4 As a part of its regular personnel procedure, each department shall notify faculty members of recommendations affecting them. All faculty members shall be given an opportunity to have each recommendation affecting them reconsidered within the department, prior to its being submitted to the college. Procedures for reconsideration shall be established by each department and approved by the appropriate college. In accordance with college time schedules, departments shall submit recommendations for tenure, promotion, or sabbatical leaves to the deans for review at the college level, making clear any discrepancy that may exist between the recommendations of the department chair and the personnel committee.

6.2.4.1 When the department personnel committee and the department chair agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the committee and the chair and the recommendation and commentary shall be submitted to the college for review.

6.2.4.2 When the department personnel committee and the department chair agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that decision shall be prepared and discussed by the committee and the chair and concurrently submitted to the college, and the faculty member shall be entitled to appeal that decision to the college in accordance with the provisions set forth in Article 7 of these bylaws. That appeal shall constitute the faculty member's right to appeal to the "level above the level at which the appealed recommendation was made" under Section 5.1.6 of these bylaws.

6.2.4.3 When the department personnel committee and the department chair disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the committee and the chair shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the college for review.

6.2.5 Merit Ratings of Persons Who Have Been on Leave

6.2.5.1 Sabbatical Leaves

Within 30 days after return to regular duties, each person who has been on leave shall present to the department chair, department personnel committee, and the executive vice president and provost's office a report of personal professional activities during the leave. The report shall describe the activities undertaken

during the leave and the scholarly or other creative results of those activities. 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 previous three years. If the report reflects inadequate professional activity, the merit rating may be lower.

When a faculty member is on leave for less than the whole evaluation period, the regular merit evaluation process will be used for that portion of the evaluation period during which the faculty member was not on leave. When the sabbatical leave occurs late in the evaluation period, care shall be taken to obtain the faculty member's service report before the leave begins. If a faculty member's leave begins in one evaluation period and continues into another, so that a merit rating must be given before the sabbatical report is due, the faculty member's rating for the first portion of the time on leave shall be either the average of that person's merit rating for the previous three years or that person's merit rating for the portion of the evaluation period for which the faculty member was not on leave, whichever is higher. The merit rating for the evaluation period during which the second portion of the leave occurs shall be determined in accordance with the first paragraph of this Bylaw.

6.2.5.2 Leaves 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 earned by that individual in the preceding three years unless the dean of the college, at the time the leave was approved, specified that there would be no increment for the leave year.

6.2.5.3 Sick Leaves

When a faculty member returns from extended sick leave or disability leave, the dean and the department chair, in consultation with the department personnel committee, shall make a recommendation to the executive vice president and provost as to an appropriate salary adjustment.

6.2.6 Merit Ratings for Persons with Multiple Appointments

An individual with an appointment in more than one campus unit which involves some salary payment from the budget of each such unit shall be evaluated separately for each appointment by each unit in which a salaried appointment is held.

The evaluators in each unit shall take into consideration the proportional amount of time allocated by the individual's official notification. An overall merit rating, which shall be assigned by the lowest level academic administrator with supervisory responsibility for all of the academic units participating in the multiple assignment, shall be a composite of the individual ratings for each assigned role and shall reflect the proportional amount of time allocated to each unit by the individual's official notification. An individual's annual

incremental dollars shall reflect the person's merit rating and shall be commensurate to the incremental dollars assigned to the same rating in the unit of origin.

6.3 Personnel Procedures at the College Level

The college has two types of responsibilities in the personnel process. It establishes academic standards and procedures for the college as a whole, and it ensures that departments conform to them as well as to their own established standards and procedures. While each department bears the principal responsibility for evaluating the professional competence of its own faculty members, the college must be satisfied that such evaluations are in accordance with high academic standards in each discipline and with college policies. The college retains the authority to reject a department recommendation if the college is not persuaded of its validity.

6.3.1 The college personnel committee shall provide departments and faculty members with college criteria and current policies for various personnel actions, the types of evidence to be evaluated, and the dates for compliance. College statements shall be submitted to the University Council Personnel Committee where each must be reviewed and approved before it is implemented.

6.3.2 The college personnel committee shall review all department personnel recommendations to insure (1) that appropriate professional standards of evaluation have been applied; and (2) that college guidelines, policies, and appropriate procedures have been followed.

If, on the basis of the evidence submitted by a department, the college is not persuaded that an individual recommendation should be approved, the college shall return the recommendation to the department for reassessment, with a statement of reasons in writing. A copy of the statement shall be made available to the individual involved. In consultation with the individual, the department may respond to the college statement and resubmit its recommendation if it wishes to do so. Where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate professional standards of evaluation were applied by the department. The college shall determine how such evidence is to be obtained and evaluated.

6.3.3 Where noncompliance with college policies and standards persists after reassessment by the department, the college council shall deny the recommendation and take steps to bring the department into conformance with college policies and standards.

6.3.4 The college shall forward its recommendations for tenure, promotion, or sabbatical leave to the executive vice president and provost for review at the university level, along with supporting evidence and appropriate aggregate data, making clear any disagreements that may exist between the recommendations of the dean and the college council.

6.3.4.1 Decisions not to recommend tenure, promotion in rank, or sabbatical leave shall be forwarded by the executive vice president and provost to the University

Council Personnel Committee for review and action on the university level only if there has not been agreement on the decision at the department and college levels. Agreement at the department and college level shall be considered to exist when the college personnel committee, the college dean, and either the department personnel committee or the department chair are in agreement. When there has been such agreement, those decisions shall be forwarded by the executive vice president and provost to the University Council Personnel Committee only for information purposes. For recommendations to grant early tenure or early promotion in rank, the executive vice president and provost may seek the advice, but not formal action, of the University Council Personnel Committee concerning the required justification of extraordinary circumstances or an extraordinary record of achievement.

6.3.4.2 When the college council and dean agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the council and the dean, the recommendation and commentary shall be submitted to the executive vice president and provost, and that officer shall forward it to the University Council Personnel Committee only for information purposes.

6.3.4.3 When the college council and the dean agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, and when that faculty member had been recommended for the tenure, promotion, or sabbatical leave by the department personnel committee, the department chair, or both, the council and dean shall prepare and discuss written comments in support of their decision, and, the faculty member shall be entitled to appeal that decision to the university in accordance with the provisions set forth in article 7 of these bylaws.

6.3.4.4 When the college council and the dean disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the council and the dean shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the executive vice president and provost for review at the university level.

6.4 Personnel Procedures at the University Level

Like the colleges, the university, through its University Council Personnel Committee, has two types of personnel responsibilities. The University Council Personnel Committee establishes, in conjunction with the University Council, personnel policies, standards, and criteria affecting the entire faculty; it ensures that colleges carry out their responsibilities effectively and equitably. A major part of its effort should be directed toward studying major personnel issues of general importance to the university, and proposing policy initiatives and changes to the University Council. Normally, the committee is not involved in the professional evaluation of individual faculty members, nor in assessing the procedures and standards used by departments in personnel decisions. However, it retains responsibility for ensuring that the colleges conduct the personnel process with a high degree of professionalism and equity. As part of this responsibility, the

University Council Personnel Committee has the authority to overrule a college personnel recommendation when the committee concludes that such an action is necessary to maintain high standards of academic excellence.

6.4.1 The University Council Personnel Committee shall provide colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions, and shall approve statements of college criteria, policies, and procedures.

6.4.2 The executive vice president and provost shall give to the University Council Personnel Committee for review, and the University Council Personnel Committee shall review, only those personnel recommendations specified in Sections 2.3.2.7, 2.3.2.8, and 6.3.4 of these bylaws. The executive vice president and provost shall submit a summary report on all other college personnel recommendations to the University Council Personnel Committee for the committee's information.

6.4.3 Where the University Council Personnel Committee reviews a college recommendation and concludes that it does not conform to university standards, policies, or criteria, the recommendation shall be returned to the college for reassessment with an explanation in writing. The college may consult with any department or individual involved, and may alter its recommendation or resubmit it with additional explanation or evidence, if it wishes to do so.

6.4.4 Where noncompliance with university standards, policies, or criteria persists after reassessment by a college, the University Council Personnel Committee shall deny the recommendation, and take steps to bring the college into conformance with university standards.

6.4.5 The executive vice president and provost shall submit to the president the personnel recommendations of the University Council Personnel Committee on cases which it heard pursuant to section 6.4.2 above, the executive vice president and provost's own recommendation on such cases, and all other personnel recommendations submitted by the colleges.

6.4.6 The University Council Personnel Committee shall submit an annual personnel report to the University Council.

ARTICLE 7:
APPEAL PROCEDURES FOR PERSONNEL DECISIONS

The regular personnel process provides two means by which disagreements over the personnel recommendations described in Article 6 of these bylaws may be resolved through informal consultation and negotiation: the re-consideration procedure on the department level, and the reassessment procedure on both the department and college levels, through which additional evidence may be adduced prior to a final department or college decision on an individual recommendation. It is intended that these procedures provide a means whereby disagreements over personnel recommendations may be resolved, whenever possible, without resort to formal appeal procedures.

Where disagreements are not resolved in this way, any party involved may initiate a formal appeal. The principal objectives of the appeal process are twofold: to provide for consideration of allegations by a faculty member who claims to have been unfairly or inadequately evaluated, or for a department or college which alleges inappropriate actions by higher level committees; and to identify deficiencies in department and college procedures, standards, and policies, so that they can be corrected.

In general, appeal procedures correspond to the jurisdiction appropriate to each level in the personnel process. Thus, appeals to the college are based on actions by departments, and appeals to the university are based upon actions by colleges, except for cases of university-wide concern (described below in section 7.2.1.3). Appeals to the next level shall be reviewed only after consideration and appeal procedures have been exhausted at the lower level. Except for appeals involving issues described under section 7.2.1.3, the right and opportunity for appeal shall extend only to appeals made to the decision level immediately above the level at which the appealed decision originated.

7.1 Appeals at the College Level

7.1.1 Colleges shall entertain appeals, on appropriate grounds, against department recommendations, or against the failure of departments to make recommendations which individuals feel are merited.

7.1.2 Appeals, which must be filed within 10 working days of notification of the appellant of the appealed action, shall be based on one (or more) of the following general grounds:

7.1.2.1 That inappropriate procedures were followed by a department;

7.1.2.2 That insufficient or inappropriate criteria or evidence were used in arriving at a department recommendation;

7.1.2.3 That other circumstances exist which the college considers a legitimate basis for an appeal. (However, where an appellant alleges actions of the types

described under Section 7.2.1.3 the appellant shall address the appeal directly to the University Council Personnel Committee.)

7.1.3 Appeal statements shall be in writing and shall set forth the specific grounds for appeal and all pertinent evidence. In all appeals of a department action, the department shall have an opportunity to respond prior to a decision by the college. Likewise, the appellant shall be informed of the department statement and shall have an opportunity to respond to it.

7.1.4 As in the regular personnel process, where a decision involves the professional competence or achievements of an individual faculty member, the department's 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.

7.1.5 Where an appeal against a department decision is sustained, and if the deficiencies persist, the college shall take steps to correct whatever deficiency in department procedures or standards gave rise to the original decision.

7.2 Appeals at the University Level

7.2.1 The University Council Personnel Committee is principally concerned with college-wide personnel standards and procedures, and with policy matters affecting the entire university faculty. It is not involved in the professional evaluation of individual faculty members, except for the situations listed in Sections 2.3.2.7 and 2.3.2.8 of these bylaws. In addition, the University Council Personnel Committee shall entertain appeals only when it finds clear, unambiguous, and pressing reason to do so on the following grounds:

7.2.1.1 Where the procedures, standards, or policies of a college are alleged, by an individual or a department, to be unfair or inappropriate;

7.2.1.2 Where a college is alleged not to have protected a faculty member from departmental failure to adhere to specific procedural requirements set forth in the University Constitution, in these Bylaws, or in the guidelines currently in force in the college and department, and where that failure, in the view of a majority of the University Council Personnel Committee, affected the recommendations made to the extent that, had the violations not occurred, there might not have been agreement as defined in Section 6.3.4.1 of the Bylaws. In such cases, the University Council Personnel Committee's review of the appeal shall be limited to the procedural questions raised by the appellant and shall not extend to the substantive issues involved in the personnel decision. If the University Council Personnel Committee finds for the appellant in such a review, it shall report its finding to the executive vice president and provost and return the matter to the college and department involved, together with a written statement describing the issues, the evidence, the committee's finding, and the reasons for that finding, and direct the college and department to take appropriate remedial action. Where the

UCPC finds that egregious procedural errors have been sufficiently substantial to preclude fair action in the college and department on the action or recommendation appealed from, the UCPC may recommend to the executive vice president and provost, without returning the case to the college and department, the action originally sought by the appellant;

7.2.1.3 Where an agency or individual within the university is alleged to have discriminated against a faculty member during the personnel process on the basis of sex, race, national origin, marital status, age, color, political views or affiliations, religious views or affiliations, sexual orientation, handicapped status, or other such factor unrelated to professional performance;

7.2.1.4 Where a faculty member alleges that an agency or individual within the university has infringed upon the faculty member's academic freedom.

7.2.2 Appeals to the University Council Personnel Committee shall be filed no later than 10 working days after notification to the appellant of the appealable action. Appeal statements shall be in writing and shall set forth the specific grounds for the appeal along with all pertinent evidence. Before accepting an appeal, the University Council Personnel Committee shall make an inquiry to determine whether the grounds are sufficient to justify an appeal at the university level.

7.2.3 When accepted, appeals of types 7.2.1.1 and 7.2.1.2 will be heard by the University Council Personnel Committee. Appeals of type 7.2.1.3 will be heard by a special hearing board established in accordance with section 7.2.5 of these bylaws. Appeals of type 7.2.1.4 will be heard in accordance with the procedures set forth in section 10.1 of these bylaws. All parties to the dispute shall have a right to be heard.

7.2.4 Where a department or college persists in its use of inappropriate procedures or inadequate standards, the committee on the next higher level may recommend appropriate sanctions to be imposed by the chief administrator on that lower level.

7.2.5 Special Hearing Board for Appeals Filed Under Section 7.2.1.3: The appeal procedures of the university policies and regulations regarding the personnel process provide that appeals at the university level which involve an allegation of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance shall be heard by a special hearing board established in accordance with university policy. This hearing board shall be available to any faculty or administrative employee with the exception of operating staff, whose appeals are conducted under civil service provisions.

7.2.5.1 Membership: The Hearing Board shall consist of 15 faculty and administrative employees to be selected at the beginning of each academic year by the University Council Personnel Committee from a list of names, five names submitted by each of the respective college personnel bodies and five from the

supportive professional staff. Within the 15 members, there may be persons who have had prior involvement in a case brought to the board who would wish to disqualify themselves from participation in the hearing of that case. Either party may request the disqualification of any member(s) of the Hearing Board on the grounds of conflict of interest. Those members of the board not challenged shall determine the validity of a challenge. In the event that more than five members of the board are disqualified, the University Council Personnel Committee shall name additional member(s) - from the original individuals nominated - to insure a minimum of 10 members of the board hearing any given appeal. Women and members of minority groups shall be represented on the Hearing Board. Consequently, in nominating individuals for the Hearing Board, the college personnel committees and other groups shall endeavor to insure that women and minority groups are appropriately represented. The chair of the Hearing Board shall be selected by the membership of the Hearing Board. The chair should be a member of the university community with appropriate qualifications or experience in this capacity. If the chair is selected from among the membership of the board, the chair shall have a vote. The Hearing Board may consult with the director of the office of Affirmative Action and the university general counsel on questions relating to federal and state laws regarding affirmative action, university regulations and policies relating to affirmative action, and procedural requirements applicable to the board's work.

7.2.5.2 Cases to be Considered: Appeals involving allegations of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance received by the University Council Personnel committee shall be referred to the Hearing Board with a notice to the office of Affirmative Action. Also, the office of Affirmative Action may refer grievances involving allegations of discrimination filed with that office to the Hearing Board. In all cases the allegation must be forwarded in written form over the signature of the person making the appeal. When an appeal is forwarded to it, the Hearing Board shall first make an inquiry to determine whether there are sufficient grounds to justify a hearing. In all cases where a judgment of insufficient grounds is rendered, the Hearing Board shall report this to the University Council Personnel Committee and provide the complainant and the Affirmative Action office with a summary of the judgment rendered. When an appeal or grievance is found to have sufficient grounds to warrant a hearing, the Hearing Board shall schedule a hearing.

7.2.5.3 The Hearing: The Hearing Board shall provide opportunities for all parties to the dispute to be heard. All parties shall be allowed to have observers (not to exceed three for each party) and each may choose a faculty or administrative employee as a representative. The executive vice president and provost or an Affirmative Action officer shall, if requested by the complainant, assist the complainant in finding a suitable representative. No party to the dispute shall be accompanied by, or be represented by, general counsel. The Hearing Board shall

act as a fact-finding body with the right to call witnesses, ask questions, hear evidence presented by both parties, and examine university documents pertaining to the case. At the hearing, either party or a party's representative shall have the right to call witnesses, to ask questions of all witnesses, and to examine university documents pertaining to the case and evidence submitted to the Hearing Board. If a dispute should arise over access to, or relevance of documents or information, the University Council Personnel Committee shall review the material, along with any recommendations the Hearing Board may wish to make as to its relevance, and determine whether the information shall be released to the concerned parties. The Hearing Board shall base its decision exclusively on information presented during the course of the hearing and thereby available to all concerned parties. Reasonable provision shall be made for university employees to appear as witnesses or representatives at the hearing on behalf of either party without loss of pay. A transcript of the hearing shall be kept and be made available to all persons involved in the dispute. The chair shall make and enforce such rules for the conduct of the hearing that provide for an orderly and fair hearing for all parties. The recommendation of a majority of the Hearing Board present and voting shall be the decision of the Hearing Board. This recommendation, along with the rationale for the recommendation, shall be forwarded to the president, to all parties involved in the appeal or grievance, to the office of Affirmative Action, and to the University Council Personnel Committee within seven (7) days after the closing of the hearing. If no recommendation is made by a majority of the Hearing Board, the recommendations and rationale of each faction shall be forwarded to the president and others as indicated above.

7.3 Due Process

This section provides principles and procedures for the resolution of questions resulting from the dismissal for cause of a tenured member of the faculty, or from the dismissal for cause of a non-tenured member of the faculty before the expiration of that faculty member's contract period. These principles and procedures do not apply to probationary tenure-track faculty members whose contracts are not renewed or expire during or at the end of their probationary period, or to temporary faculty members whose appointments are not renewed at the end of their contract period.

7.3.1 Statement of Principles

7.3.1.1 Established and orderly procedures insuring fairness afford the best protection of the rights and welfare of both the faculty member and the university. Such procedures are also indispensable for safeguarding the public interest in the integrity of the university as a center of higher learning.

7.3.1.2 If it is recommended that a tenured member of the faculty be dismissed for cause, or that a non-tenured member of the faculty be dismissed before the expiration of the contract period, the burden of proof that such action is justified shall be satisfied only by clear and convincing evidence in the record considered as a whole.

7.3.1.3 Adequate cause for dismissal must be related, directly and substantially, to the fitness of the faculty member in the member's professional capacity as teacher, scholar, or colleague. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or of their rights as American citizens.

7.3.2 Statement of Procedures

A faculty member recommended for dismissal shall be guaranteed academic due process in accordance with the following procedures:

(A) Step 1: Informal Efforts at Conciliation

It is appropriate for the university, including the interested personnel committees at the department and college levels and the appropriate officers of academic administration, to seek to resolve differences without recourse to a formal hearing. In an effort to secure such resolution, both the university administration and the faculty member should consider inviting the assistance of additional parties. In informal discussions involving the faculty member and representatives of the university, the faculty member shall have the right to be accompanied by an academic adviser of the faculty member's choice. Since these discussions look toward conciliation, no transcript or recording shall be made of such meetings. The faculty member may waive informal discussions.

(B) Step 2: Preliminaries to a Hearing

In advance of a hearing in which the university administration will attempt to substantiate charges against a faculty member, the executive vice president and provost shall send the faculty member:

1. A copy of the Board of Trustees Governance Documents, the university constitution and bylaws, and such other statements as may concern the rights of the faculty member;

2. A copy of specific charges against the faculty member;

3. A summary of the principal evidence presented in support of the charge, and a preliminary list of witnesses the university administration plans to call;

4. The names of the members comprising the Hearing Panel;

5. Notice of the date of the hearing, insuring that at least 20 days elapses between the date on which the chair of the Hearing Panel notifies the faculty member of the hearing date and the date of that hearing so that the faculty member can prepare a defense;

6. A formal invitation to attend the hearing and notice of the right to be accompanied to the hearing by an NIU faculty colleague and general

~~counsel. The faculty member shall acknowledge to the executive vice president and provost, in writing, receipt of the notices.~~

~~(C) Step 3: The Hearing~~

~~1. The Hearing Panel from which a hearing committee may be chosen shall comprise 20 members elected by the Faculty Senate by secret ballot. Prior to the balloting, the Elections Committee shall, by lot, select the names of 34 tenured members of the university's faculty from a list containing the names of all such tenured members of the university's faculty except those members holding a university administrative appointment or those on leave. Members of the Hearing Panel shall serve one-year terms and shall be eligible for re-election. When a hearing is to be held, the chair of the Elections Committee of the University Council shall notify the executive vice president and provost and the faculty member concerned of the names of the hearing panel members. Within a week of this notification, the executive vice president and provost and the faculty member concerned shall, at their discretion, exercise no more than three challenges each. Members of the Hearing Panel may, on their own initiative, inform the chair of the Elections Committee that they wish to be removed from the Hearing Panel because they are interested parties connected with the pending case. The chair of the Elections Committee shall convene the remaining members of the Hearing Panel who shall choose by lot a committee of five to conduct the hearing. The hearing committee shall select one of its number as chair.~~

~~2. A hearing shall be closed unless the faculty member requests it to be open; however, the hearing committee may upon its own initiative, or shall in response to a request by the faculty member or the executive vice president and provost, invite one or more educational associations concerned with academic freedom to send a representative as an observer.~~

~~3. The hearing committee shall arrange to have a verbatim record kept of the hearing, and shall make a copy of this record available in identical form and at the same time to the faculty member (without charge) and to the president of the university.~~

~~4, The hearing committee will grant adjournments to enable either party to investigate evidence concerning which the committee deems a valid claim of surprise has been made.~~

~~5. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the executive vice president and provost will, insofar as possible, secure the cooperation of such witnesses and make available necessary documents and other evidence possessed by the university.~~

6. The faculty member and the university will have the right to confront and question all witnesses. Where a particular witness cannot or will not appear, but the committee determines that the interests of justice require admission of that witness's statement, the committee will identify the witness, disclose the statement, and, if possible, provide for written answers by the witness to questions posed by the parties to the dispute.

7, In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this university or other institutions of higher education.

8. The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which may be of probative value in determining the issues involved. Every effort shall be made to obtain all such evidence.

9. The findings of fact and the decision will be based solely on the hearing record.

10. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or the university will be avoided so far as possible until the proceedings, including any consideration by the Board of Trustees, have been completed. The president and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing.

11. If a majority of the hearing committee concludes that adequate cause for dismissal has not been established by the evidence of the record, it will so report to the president. If the president rejects the report, the reasons for the rejection shall be stated in writing to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it shall so recommend, with supporting reasons.

(D) Step 4: Appeal to the Board of Trustees

If dismissal or other penalty is recommended, the president shall, on request of the faculty member, transmit the record of the case to the Board of Trustees. If the Board of Trustees agrees to consider the case, the following procedure is recommended. The board's review should be based on the record of the committee hearing, and it should provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. Either the decision of the hearing committee should be sustained, or the proceeding should be returned

~~to the committee with specific objections. The committee should then reconsider, taking into account the stated objections and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final decision only after study of the committee's reconsideration.~~

ARTICLE 8:
SABBATICAL LEAVE POLICY

8.1 The university shall award sabbatical leaves for the purpose of supporting and encouraging scholarship (research or artistry) on the part of individual faculty members in order to strengthen the academic programs of the university.

8.2 The criteria upon which the merit of sabbatical leaves shall be judged shall be the quality of the proposed scholarship, the capacity of the applicant to conduct the work, reports on previous sabbatical leaves by the applicant, and the likelihood of the completion of the proposed project.

8.3 The procedure followed is presented below:

8.3.1 Each applicant for sabbatical leave shall propose a program of scholarship which is capable of being substantially advanced by means of the leave. The applicant shall indicate the nature of the program, its present state of development, and, in some detail, plans for advancing the program during the leave. Documentation may be submitted in support of the application.

8.3.2 Each application shall be submitted through the chair of the department in which the applicant holds rank for review by the department personnel committee. In consultation with the chair, the committee shall (1) evaluate the merit of each sabbatical leave application in the department; (2) if there is more than one such application, rank them in order of merit; and (3) recommend the approval or disapproval of each application, forwarding it through the dean to the appropriate college personnel committee. The chair shall prepare a cover letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied. In the case of multiple applications from the same department/school, the chair/director, in concert with the department personnel committee (and with the dean if necessary), shall determine if sufficient resources are available to reasonable accommodate the absence of all faculty members requesting sabbaticals. Only sabbatical requests that can be reasonable accommodated shall be forwarded to the college personnel committee. Differences of opinion between a majority of the personnel committee and the department chair shall be resolved at the department level whenever possible. Otherwise, they shall be reported in detail to the college personnel committee. The department chair shall notify each applicant, in writing, concerning the committee's recommendation including ranking. A request for reconsideration of the committee's recommendation shall be filed within 14 days of the date of the notification from the chair. They shall be heard within the department in accordance with department policies, prior to the start of the deliberations of the college personnel committee.

8.3.3 Individuals with academic rank in the university libraries or in a college without academic departments shall submit their applications to the personnel committee of their unit. Those leaves which are approved shall be forwarded with accompanying justification to the University Council Personnel Committee. The chief administrative

officer of the unit shall prepare a letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied.

8.3.4 The college personnel committee, in consultation with the dean, shall evaluate the applications from all departments in the college, taking into account department recommendations. The committee shall review any differences of opinion referred to it by the departments and act in accordance with its own best judgment on the dispute. On a college-wide basis, the committee shall rank applications recommended for approval by the department personnel committees. The ranking shall respect, insofar as possible, the rankings provided by the departments and shall be based upon the committee's judgment of the relative scholarly (research or artistry) merit of each project. Any changes in departmental ranking of sabbatical leave applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The college dean shall notify each applicant, in writing, concerning the committee's recommendation. Appeals of the committee's recommendation shall be filed within 14 days of the dean's notification; they shall be heard in accordance with the policies of the college, prior to the deliberations of the university-level personnel committee. The college committee, through the dean, shall forward its recommendations to the executive vice president and provost. The dean shall prepare a cover letter to accompany the college recommendations which explains how the rankings were developed and how the criteria were applied. Where differences between a majority of the college personnel committee and the dean are not resolved at the college level, they shall be reported in detail to the University Council Personnel Committee.

8.3.5 Individuals with rank in an academic department, but assigned to more than half-time administrative duties outside the college or department, as well as faculty no-rank persons, may submit a sabbatical proposal for scholarship on a topic appropriate to the applicant's responsibilities and in accordance with the expertise involved in the person's position. Such requests shall be submitted to the personnel committee of the administrative unit involved, or, where no personnel committee exists, to the applicant's immediate supervisor. Those leaves which are approved shall then be forwarded with accompanying justification to the next level until they reach the level of dean or vice president. The sabbatical leave requests should be rank ordered at that level and then submitted through the executive vice president and provost to the University Council Personnel Committee.

8.3.6 Taking into account the recommendations of the appropriate committees, the University Council Personnel Committee, in consultation with the executive vice president and provost, shall evaluate all applications for sabbatical leaves. The committee shall resolve any differences of opinion referred to it. The committee shall combine the rankings of the several colleges, taking care in the process to retain the relative rankings of the applicants from each college. The university rankings shall be based upon the committee's judgment of the relative scholarly merit of each proposal. Taking into account the number of leaves available and its merit-ranking of proposals, the committee shall assign each application to one of three classes: (1) leaves granted, (2) standby leaves, (3) leaves disapproved. Any changes in departmental ranking of sabbatical leave

applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The executive vice president and provost shall notify each applicant in writing concerning the University Council Personnel Committee's action. Appeals of the committee's action shall be filed within 14 days of the executive vice president and provost's notification and they shall be heard, and action taken on them, before the committee's action is forwarded to the president by the executive vice president and provost. If an approved leave is declined by a faculty member, the executive vice president and provost shall assign that leave to the highest-ranking applicant on the standby list.

8.4 Sabbatical Policies

8.4.1 Sabbatical leaves shall ordinarily be limited to tenured faculty members and non-temporary supportive professional staff members. Throughout Bylaw 8.4, the term "faculty" shall include both ranked and no-rank (supportive professional staff) faculty, unless specifically specified to the contrary.

8.4.2 Sabbatical leaves shall be granted only in connection with proposed or ongoing programs that promise to enhance the professional competence and improve the professional standing of the faculty member.

8.4.3 Sabbatical leaves ordinarily shall not be granted to a faculty member in order: (a) to revise books designed primarily for use as texts, (b) to retrain or develop competencies primarily for a different professional position; (c) primarily to visit various locations of general, professional, or academic interest; (d) to perform full-time duties at another institution similar to the duties presently performed at NIU; (e) to complete a doctoral or other terminal degree; (f) to carry out formal study at NIU. Sabbatical leaves for a semester at full pay shall not be granted to a faculty member if, during the leave, the faculty member is to undertake full- or part-time employment that is not an integral part of the scholarly purpose of the leave.

8.4.4 Within 30 days following resumption of regular duties at the university, the faculty member shall submit a written report to the department or division chair, to the dean or director, and to the executive vice president and provost, describing the personal scholarly activities during the sabbatical leave. Each report must include a brief statement of the scholarly purpose for which the leave was granted. The report shall become a part of each ranked faculty member's service record for the purpose of merit evaluation as described in Section 6.2.5.1 of the Bylaws, and as a basis for evaluation of subsequent leave requests for all faculty. The departmental personnel committee and the department chair will review the report and indicate whether there is adequate documentation of the completion of work outlined in the sabbatical proposal or its equivalent. This departmental review will be completed during the same semester that the sabbatical report has been submitted. A copy of the review will be sent to the dean and executive vice president and provost's office for incorporation with the report in the faculty member's sabbatical record for consideration in recommendations by the University Council Personnel Committee regarding future sabbatical leave proposals. An individual

granted a sabbatical leave assumes a professional obligation to return to NIU for a period of at least one year subsequent to the leave. At the request of the executive vice president and provost approximately two years after the sabbatical leave, each faculty member will submit a report on the sabbatical outcomes related to research and artistry, teaching, and/or engagement and outreach. This information will be compiled for a report to the NIU Board of Trustees.

8.4.5 Sabbatical leaves shall be for one semester at full pay, or one academic year at half-pay or for equivalent time as agreed among the faculty member, the employing unit(s), and the relevant vice president. Persons on 12-month appointments are also eligible for two consecutive summer sessions at full pay.

8.4.6 Each sabbatical leave application and project shall be considered anew each year.

8.4.7 A first sabbatical leave shall be granted only to a faculty member who will have completed five years of full-time service by the time the leave begins. Full-time service on a temporary appointment shall count toward a sabbatical leave. Periods of time on leaves of absence without pay shall count toward a sabbatical leave provided the University Council Personnel Committee judges the activity associated with that leave without pay to be comparable in professional significance to service as a member of the faculty.

8.4.8 A subsequent sabbatical leave may not begin before a faculty member has completed full-time service for six years (i.e., 72 months) since the end of his or her most recent sabbatical leave.

Article 8.4.4 amendment approved by the University Council on 2/22/2012.

ARTICLE 9:
FACULTY AND SPS PERSONNEL ADVISOR

The Faculty and SPS Personnel Advisor is a resource person whose services are available to any faculty member (ranked or no-rank faculty), administrator, Supportive Professional Staff member, or personnel body in the university. The advisor's role includes such activities as the following:

- To advise faculty and SPS members about the personnel policies and procedures within the university and the courses of action open to faculty and SPS members;
- To advise and assist faculty and SPS members who are experiencing difficulties with the personnel process;
- To advise and assist faculty and SPS members dissatisfied with personnel decisions;
- To observe the workings of the personnel process and to recommend needed changes or clarification;
- And to serve as grievance officer in cases of faculty pursuing the grievance procedure set forth in Section 10.2 of these bylaws.

9.1 Qualifications

The advisor shall be a full-time, tenured faculty member. The advisor shall have had experience with the personnel process at various levels, and be familiar with the administrative structure and operations of the university.

9.2 Conditions of Employment

9.2.1 The advisor shall receive compensation equal to one month of the median salary of all tenured professors each semester and summer session funded through the budget of the University Council.

9.2.2 Secretarial assistance shall be provided.

9.2.3 The advisor may not hold membership on any personnel committee within the university dealing with matters relating to merit evaluations of faculty not holding administrative positions, salary increments, tenure, promotion in rank, or leaves of absence.

9.2.4 The advisor shall receive an initial two-year appointment consisting of eleven months each year, renewable for an additional 11 months. The advisor shall be ineligible for a successive term.

9.2.5 Files generated by the Faculty and SPS Personnel Advisor are the property of the office of the Faculty and SPS Advisor and shall be kept for eight years. Only the Faculty

and SPS Advisor shall have access to the files. After eight years, the files shall be destroyed, except that non-identifying, aggregate data may be kept indefinitely.

9.2.6 The Faculty and SPS Personnel Advisor shall make an annual report which will summarize the activities of the advisor (in such a way as to keep clients' identities anonymous), identify the strengths and weaknesses of the personnel process, and make recommendations for changes in the personnel process. The Faculty and SPS Personnel Advisor Annual Report shall be submitted to the University Council and the Faculty Senate. The FSPSPA Annual Report will be submitted by July 31 of each year.

9.3 Method of Selection

The Faculty and SPS Personnel Advisor shall be elected by the Faculty Senate in the spring for a two-year term to begin at the start of the fall semester.

Article 9.2.1 amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Amendment to opening paragraph and bullet points approved by University Council on 04/29/2015.

ARTICLE 10:
GRIEVANCE PROCEDURES FOR VIOLATIONS OF ACADEMIC FREEDOM

This article provides opportunities through which faculty members can seek adjudication of allegations of violations of their academic freedom by other members of the university administration, faculty, or staff. Opportunities for adjudication of allegations regarding unfair treatment during the operation of university personnel procedures are provided in Article 7 of these bylaws. Opportunities for adjudication of allegations of discrimination on the basis of sex, race, color, national origin, age, marital status, sexual orientation, handicapped status, religious views or affiliation, political views or affiliation, or other factors unrelated to professional performance are provided under Section 7.2.5 of these bylaws, and may be addressed by the provisions of Article 11 as well.

10.1 In all cases in which a faculty member alleges violation of his or her academic freedom, the burden of proof that such a violation has occurred shall lie with the faculty member, who shall have responsibility for making a case in accordance with the procedures stipulated.

10.2 If the faculty member believes that his or her academic freedom has been violated, whether by an administrator, other faculty or students, or by majority decision of an elected faculty committee, the faculty member shall assemble all available evidence which sustains such an allegation. An attempt shall first be made to resolve the issue through informal procedures, including conferences with those alleged to have committed the violation, with the appropriate dean, and with the executive vice president and provost.

10.3 If such procedures fail to resolve the issue, the complainant shall submit to the University Council Personnel Committee a written statement including (1) the names of those charged with the academic freedom violation, (2) a list of specific charges with reference to each person charged, and (3) a request for a hearing. The University Council Personnel Committee shall meet with the complainant and consider the evidence. Thereafter it shall determine whether sufficient grounds exist to warrant a hearing. No officer of academic administration shall participate in this determination. The decision of the University Council Personnel Committee shall be final.

10.4 If the University Council Personnel Committee determines that sufficient grounds do exist, it shall grant the faculty member the proceedings set forth above under section 7.3.2(C), Step 3: The Hearing. In those proceedings, the burden of proof that decisions or actions have violated the complainant's academic freedom shall lie with the complainant.

10.5 If the final decision supports the complainant, the body reaching that decision shall recommend such redress as it deems suitable.

Amendment approved by University Council on 05/05/2004.

ARTICLE 5: *(formerly Article 11)*
GRIEVANCE PROCEDURES FOR FACULTY AND STAFF

5.1 Preamble

5.1.1 Northern Illinois University has a tradition of collegiality and shared governance and strives to maintain that as a mainstay of its institutional culture. This University is a community of those whose varied functions, responsibilities, and contributions are supportive of the instructional, research, and service mission of the institution. Civil and professional interactions among all faculty and staff are essential to support that mission in an effective, efficient, and ethical manner.

5.1.2 Therefore, it is crucial for the University to ensure the right of all faculty and staff (supportive professional staff and operating staff) to perform their individual and collaborative roles in an environment that is free from incivility, misuse of authority, intimidation, retaliation, and infringement upon personal and academic freedoms. In order to provide recourse for allegations of inappropriate treatment by other faculty and staff, the following procedures will be used. This is intended to be consistent with the Preamble to the Northern Illinois University Constitution, which declares, "Respect for the intrinsic dignity of each member of the University community, both by the University itself and by each member of that community, is the basic cornerstone governing all community activities." The purpose of these procedures is to provide for orderly disposition of disputes and to facilitate reasonable resolution of matters considered.

5.1.3 Throughout these procedures, all persons involved should exercise discretion in receiving and transmitting information pertaining to the complaint.

5.1.4 These grievance procedures are not applicable to faculty and staff governed by collective-bargaining agreements or student employees, including graduate assistants. Persons in employment categories covered under collective-bargaining agreements shall be limited to filing grievances in accordance with the provisions of those agreements.

5.1.5 In employing these procedures, the definitions in Section 4.11 (Appendix) of this document will apply.

5.2 A Summary of Time Lines for the Grievance Process

Note: A grievant or respondent may request an extension of the time lines stated in these procedures, and this request will be granted if warranted (Section 11.10(c)).

5.2.1 Informal Complaint (Section 5.4): Identification and discussion of grievable treatment as defined in Section C.

5.2.2 Initiating Formal Grievance (Section 5.5.1): Submit formal grievance form and documentation within 40 work days of the time the grievant knew of or should have

known of the grievable act, or within 10 work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction.

5.2.3 Response to the Initiation of Formal Grievance (Section 5.5.1): Respondent(s) report on attempts to resolve the matter, within 10 work days. A move to the University level, as described in section 5.5.2, may be made at any time after this step.

5.2.4 Appealing to Higher Level (Section 5.5.2): If the grievance is not resolved, written appeal may be made to the person next highest in the respondent(s)' administrative chain, within 10 work days after receiving the response to the initial appeal.

5.2.5 Response to Appeal (Section 5.5.2): The person appealed to is to respond within 15 work days.

5.2.6 Non-response (Section 5.10(c)): Failure of a respondent to comply with response timelines allows the grievant to advance to the next step of the procedures within 5 work days after the time limitation specified in the timelines.

5.2.7 Continuing Appeal (Section 5.5.2): Steps 5.2.4 and 5.2.5 may be repeated stepwise up the administrative chain, to the vice president; the vice president may intervene earlier; and the grievant may elect to bypass the remainder of the administrative chain and appeal directly to the University level.

5.2.8 Moving to the University Level (Section 5.5.3): If the grievance has not been resolved, a grievance hearing may be requested by submitting the formal grievance form, and documentation, to the Executive Secretary of the University Council within 20 work days after exhausting the series of discussions of sections 5.5.1.and 5.5.2. The Executive Secretary immediately transmits this information to the senior administrator responsible for human resource services (SARHRS).

5.2.9 Pre-hearing Communication (Sections 5.5.3.2 (b) and (c)): The Executive Secretary forwards the grievance form and documentation to the respondents within 5 work days, and within 10 work days, forwards to the grievant and respondent the names of panel members eligible to serve on the Grievance Committee.

5.2.10 Response to Potential Members of the Grievance Committee (Section 5.5.3.2 (d)): The grievant and respondent(s) have 5 work days from receipt of the panelists' names to request the Executive Secretary to exclude people from consideration as members of the Grievance Committee.

5.2.11 Establishing Grievance Committee (Section 5.5.3.2 (e)): The Executive Secretary and the SARHRS will select the members of the Grievance Committee within 10 work days of there being a list of acceptable members.

5.2.12 Remanding by Grievance Committee (Section 5.5.3.2 (g)): The Grievance Committee may, within 10 work days, remand the matter to another party (or parties) for

further consideration. The executive secretary immediately notifies the grievant and respondent(s) of the Committee's decision.

5.2.13 Convening Grievance Hearing (Section 5.5.3.2 (h)): If the Grievance Committee agrees a hearing is warranted, it shall be scheduled to convene within 15 work days and, once scheduled, the Executive Secretary shall immediately notify the grievant and respondent(s) of the date, time, and location of the hearing.

5.2.14 Grievance Committee's Decision (Section 5.5.3.4 (a)): After the Committee reaches a final decision, the chair of the Committee will transmit that decision to the President, the SARHRS, the Executive Secretary, the grievant, and the respondent(s), within 5 work days after last convening.

5.2.15 President's Response (Section 5.5.3.4 (b)): The president will respond as expeditiously as is practical.

Note: If a grievance involves an Affirmative Action complaint, also see Section 5.7.

5.3 Grounds for Grievances

5.3.1 These procedures provide opportunity for a faculty or staff member to seek resolution of allegations of unfair treatment in the workplace by other members of the University faculty or staff. They may also be used by University staff engaged in academic activities for allegations of violation of their academic freedom. (Allegations of violation of the academic freedom of faculty are dealt with by procedures in Bylaws Article 10.) Grievances may include good-faith claims of (a) sexual harassment or discrimination, including excessive impact unrelated to professional qualifications, of the actions or inaction of others (University Affirmative Action policies and procedures may also be invoked); (b) appeal of reprimands or other records placed in an employee's personnel file; (c) appeal of disciplinary actions including dismissal for cause of SPS employees (Civil Service employees refer to specific procedures for Operating Staff); or (d) arbitrary, capricious, or oppressive treatment pertaining to the application of benefits, terms and conditions of employment (including the creation of a hostile work environment within the employment context), personnel reviews, and performance evaluations.

5.3.2 Exceptions. These grievance procedures apply only to claims that are not expressly covered under other University, Board of Trustees, or state procedures. Alternative procedures exist for the following matters (5.3.2.1. – 5.3.2.4.), which shall not be subject to this grievance procedure:

> **5.3.2.1** Claims regarding faculty personnel matters involving promotion, tenure, sabbatical leave, merit salary increase, sanctions, or dismissal for cause shall be administered in accordance with academic procedures in college bylaws and policies and the University Constitution and Bylaws. A separate procedure applicable for allegations of inappropriate treatment in considerations of faculty

promotion or tenure is provided in Faculty Senate Bylaws Article ~~7~~ 12, and a separate procedure for allegation of violation of a faculty member's academic freedom is provided under Faculty Senate Bylaws Article ~~10~~ 16.

5.3.2.2 Disciplinary proceedings involving suspension, demotion, or discharge for Operating Staff employees must follow provisions established by Human Resource Services pursuant to the State Universities Civil Service System Statute and Rules.

5.3.2.3 Allegations of research misconduct shall proceed as prescribed in "Research Integrity at Northern Illinois University" (Academic Policies and Procedures Manual, Section I, item 2), except that, in addition, these grievance procedures may be followed in the case of an allegation that an instance of research misconduct caused personal harm to the complainant.

5.4 Informal Procedures

The University encourages the maintenance of a positive employee-relations environment that includes effective communication and feedback and attempts to informally resolve complaints. The University strongly encourages attempts to resolve issues through informal procedures, beginning at the lowest appropriate level. Initial attempts will normally include discussions with those alleged to have committed the action or conduct described in section 5.3. A request for mediation or alternative informal resolution options may be made to the office of the SARHRS. Where confidential mediation or alternative resolution option is agreed to by the parties, such process may be used as a substitute for this grievance procedure to conclusively resolve grievable issues. The complainant must be notified of the right to end the informal process at any time and initiate a formal grievance (section 5.5), and in some situations (such as situations involving violence or the threat of violence), informal conciliation may not be appropriate. In such cases, response should follow procedures established in accordance with Illinois state law, including workplace violence protocols, and established threat assessment procedures.

5.4.1 Facilitation. In an effort to resolve complaints without recourse to a formal hearing, those involved in the discussions are urged to invite the assistance of other University employees or offices, such as, but not limited to, the University Ombudsman, Human Resource Services, and/or the Faculty and SPS Personnel Advisor, to facilitate communication and strive toward resolution of disputes. In all discussions the complainant shall have the right to choose, and be accompanied by, any NIU faculty or staff member as a non-participating adviser, other than a person acting in the capacity of legal counsel. As these discussions look toward conciliation, no transcript or recording shall be made.

5.5 Formal Procedures.

Should the problem not be satisfactorily resolved on an informal basis, the complainant becomes a grievant and should initiate the formal grievance procedures of section 5.5.3. Reports of violations of these grievance procedures shall be directed to the SARHRS. The SARHRS (or designee) will refer reports concerning faculty to the Executive Vice President and Provost. If

the person to whom this report is to be referred is the respondent, the report will be directed upward in the organizational chain to an appropriate official for action and response to the grievant.

5.5.1 Step I. If the complaint is not resolved informally to the complainant's satisfaction, he or she may submit a formal grievance, specifically citing a grievable act as defined in section 11.3. The formal grievance shall be presented via a signed grievance form provided by the SARHRS for this purpose and shall be accompanied by any supporting documents. This form is to be submitted within forty (40) work days of the time the grievant knew of or should have known of the grievable act, or within ten (10) work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction or after failure of informal efforts to resolve the matter. It is to be submitted to the Office of the SARHRS, and that office will immediately refer it to the named respondent(s) and to others whom that office assigns as respondents. The designated respondents may attempt to resolve the matter and/or provide a response to the allegation(s), and will report the result/decisions in writing, within ten (10) work days of receiving the form, to the grievant and to the SARHRS, who will immediately provide the grievant with notification of the next action and its time frame.

5.5.2 Step II. If the grievance has not been resolved to the grievant's satisfaction at Step I, he/she may submit a written appeal to the next person upward in the organizational chain from a named respondent, within ten (10) work days of the receipt of the response in Step I. That person will attempt to resolve the matter and/or provide a response to the allegation(s), and will provide a written response to all parties, and to the vice president of the division of the University in which the grievant is employed, within ten (10) work days of receiving the appeal. This step may be repeated to each successive step in the organizational chain up through the level of vice president, and the vice president can intervene before the latter level is reached. In the event that a divisional committee is established to hear grievances, this committee may serve in lieu of a person in the organizational chain, at the discretion of the vice president.

Alternatively, if the grievance has not been resolved to the grievant's satisfaction at Step I, he or she may proceed directly to Step III, the initiation of a formal grievance at the University level. If this is done, the University Grievance Committee may remand the grievance to any level in the organizational chain that has been omitted.

If, at any stage, a violation of University policies, procedures, or regulations, or of legal standards is found to have taken place, the administrator identifying that violation shall direct the necessary administrative steps to resolve the matter through appropriate application of University policies or other actions as required. The written grievance of Step II shall be via the signed form and supporting documentation specified in Step I. The SARHRS is to be notified by the grievant, in writing, each time the grievance is referred to a different person.

5.5.3 Step III. If the grievance is not resolved to the grievant's satisfaction at Step II of the formal complaint procedures (section 5.5.2), the grievant may initiate a formal

grievance at the University level, by requesting a hearing by the Grievance Committee (see Section 5.5.3.2).

5.5.3.1 Representation on the Grievance Committee

(a) Three categories of employment are recognized in this document: faculty, operating staff, and supportive professional staff. Members of the Grievance Committee shall be drawn from the employment category(ies) to which the grievant and respondent(s) belong. For purposes of determining Committee composition, a faculty member who has an administrative appointment above the level of department chair will be considered in the faculty category if his or her involvement in the grievance is due to his or her actions as a faculty member and will be considered in the supportive professional staff category if his or her involvement is due to his or her actions as an administrator.

(b) At the beginning of each academic year, each of the following three bodies shall forward the names of at least 15 members of its constituency, by a method and for duration of service specified by that body: Faculty Senate, Operating Staff Council, Supportive Professional Staff Council. Each of these three groups of at least 15 persons will serve as a panel from which a Grievance Committee can be chosen for a particular grievance. If all parties in the grievance are from the same employee classification, the Grievance Committee shall be composed of five panel members from that employee classification. If the grievant and respondent(s) are from more than one employee classification, the Grievance Committee shall be composed of two panel members from each of the classifications and one member of any of the three panels designated jointly by the SARHRS and the Executive Secretary of the University Council. Members of the Committee may not include the grievant, a respondent, a person employed in the grievant's or a respondent's academic department or similar administrative work unit, a member of the grievant's or respondent's household, or a hearing witness. The grievant and the respondent(s) each have the right to request exclusion from Committee membership any panelist(s) as described in Section 5.5.3.2 (d). Also, any panelist can request to be excluded on the basis of a real or potential conflict of interest or personal relationship. The panel members to compose the Grievance Committee shall be selected as described in section 5.5.3.2 (e) and the chair of this committee will be appointed in accordance with section 5.5.3.2 (f).

(c) All formal actions of the Grievance Committee require an affirmative vote of at least a majority of the committee members.

5.5.3.2 The Pre-Hearing Process

(a) A written request for a hearing by the Grievance Committee, signed by the grievant, shall be presented to the Office of the Executive Secretary of the University Council on the form provided by that office for this purpose. The information on that form shall include (1) the names of those persons or offices that possibly contributed to the adverse situation described in the grievance, (2) a list of the specific actions(s) or inaction(s) alleged to constitute the grievable acts, (3) the names of witnesses who might provide useful information to the Grievance Committee, (4) a report of the final disposition of Step I and Step II in the grievance process (without including disclosure of the content of any settlement efforts), and (5) the requested intra-institutional actions of remedy or redress. Submission of this form shall be accompanied by any supporting documents. The signed original, and one complete copy, of the form and accompanying materials must be submitted no later than 20 work days after completing the processes described in Step I (Section 5.5.1) and Step II (Section5.5.2). Immediately upon receipt, the Office of the Executive Secretary will submit the copy of these materials to the SARHRS, who will be responsible for compiling and maintaining records of the grievance.

(b) Within five (5) work days of receipt of a request for a grievance hearing, the Executive Secretary of the University Council will forward a copy of the grievance form and accompanying materials to the respondent(s). Each respondent shall have 15 work days to submit a response to the Executive Secretary, who will forward a copy to the grievant, except that information of a confidential nature concerning parties other than the grievant and respondent(s) may be redacted by the Executive Secretary at his or her discretion.

(c) Within ten (10) work days of receipt of the request for a hearing, the Executive Secretary of the University Council will forward to both the grievant and the respondent(s) the names of all the appropriate panel members eligible to serve on the Grievance Committee.

(d) Within five (5) work days from receipt of panelists' names, the grievant and respondent(s) may request of the Executive Secretary that persons on the list be excluded from consideration as Grievance Committee members. Reasons for exclusion from the list shall be given and may include personal or professional conflicts of interest, past interpersonal disputes, and other indicators of possible inability to serve in an objective manner. If, after exclusions, there remains on a panel an inadequate number of representatives from any constituency group to form a Grievance Committee, the Executive Secretary will contact the president of the appropriate representative body to request additional appointments in order to achieve the requisite number of people from that constituency group.

(e) Within ten (10) work days of the establishment of a pool of acceptable candidates, the Executive Secretary and the SARHRS will select the Grievance Committee from members of the appropriate panel(s), and shall convene the Committee, using such considerations as members' availability.

(f) The members of the Grievance Committee will elect one of their number to act as chair of the Committee. The chair will be responsible for facilitating the hearing process.

(g) The Grievance Committee will review all submitted materials and return with one of the following options within ten (10) work days after first convening. It will grant the request for a hearing if it determines there are sufficient grounds and if the grievance issues have not been adequately resolved; it may request additional information from anyone it deems necessary; it may remand the matter to another individual or individuals for further consideration, including supervisory personnel who may have been bypassed in the initiation of the University-level grievance; or it may deny the request for a hearing. A denial of the request for a hearing concludes the grievance process. The Executive Secretary shall immediately notify, in writing, the grievant and the respondent(s) of the Committee's decision. No further information shall be provided to the grievant in this case.

(h) Should the Committee decide, by a majority vote, that a hearing is warranted, it shall be scheduled to convene within 15 work days. Once scheduled, the Executive Secretary and SARHRS shall immediately notify, in writing, the Committee, the grievant, and the respondent(s) of the date, time, and location of the hearing, and shall send to the grievant and respondent(s): A copy of the pertinent policies and procedures from relevant sections of university and Board of Trustees policies, along with the University Constitution and Bylaws, and such other documents as concern the rights of the grievant; In cases involving dismissal for cause of SPS personnel, a copy of the specific charges against the grievant constituting just cause for dismissal; A summary of the principal evidence presented in support of the charge, and a preliminary list of the witnesses the university administration plans to call; The names of the members comprising the Grievance Committee; A formal invitation to attend the hearing, and notice of the right to be accompanied at the hearing by an adviser of the grievant's and/or respondent's choice and legal counsel; and The date by which each party shall submit to the other a list of potential witnesses and copies of the documents which each party anticipates will be used or presented at the hearing. Sufficient time shall be provided to review these documents and prepare for the hearing. A copy of the Grievance Record composed of appeals and responses completed at earlier

steps of the grievance procedure, written request for the hearing, and supporting documentation.

5.5.3.3 The Hearing Process

(a) The Committee may request legal counsel support for itself concerning procedural and substantive matters related to the hearing process from the University General Counsel, or designee, and may have such counsel in attendance as an advisor at all its meetings. The grievant and respondent(s) are entitled to consult with any person(s) they choose, prior to or outside of the hearing. In addition, each party is allowed to have present during the hearing one non-participating adviser. The hearings shall be closed to all other non-participants. Witnesses shall be present only if invited by the Committee, and only when providing testimony or being otherwise involved as invited by the Committee.

(b) In the hearing proceedings, the burden of proof that a grievable act was committed shall lie with the grievant, except in cases of dismissal for cause, when the burden of proof shall lie with the university.

(c) Prior to the hearing, the grievant and the respondent(s) shall each deliver to the Grievance Committee all relevant written information and other material evidence supporting their respective positions, including a description of the original grievable act. All such information shall be made available to the grievant and respondent(s), and this information shall include the name of each person requested to be heard as a witness.

(d) The Committee will make an initial determination as to what evidence will be considered and which witnesses will be summoned. The Committee may solicit additional materials and information and may summon additional witnesses at any time in the proceedings.

(e) A tape recording will be made of the hearing proceedings and will be maintained for no less than five years, along with associated documentation, in a secure location controlled by the office of the SARHRS.

(f) The specific hearing proceedings will be conducted consistent with these stipulations, and in a manner determined by the Grievance Committee.

(g) The grievant and respondent(s) are entitled to be present during any presentation by another party.

(h) The Grievance Committee may admit any evidence it feels may be important in addressing the issues under consideration, including written

or oral testimony from any persons who might provide evidence or information relevant to the grievance. Every effort shall be made by the University administration to secure any such evidence identified by the Committee. All such evidence shall be available to the grievant and to the respondent(s).

(i) Where, for appropriate reasons, any witness is unable to appear personally at a hearing, a signed written statement may be accepted by the Grievance Committee. The Committee shall make such statements available to the grievant and to the respondent(s) and shall allow the grievant and respondent(s) to submit written or oral responses to such a statement.

(j) The Grievance Committee will adjourn and reconvene as it deems necessary to enable the presentation and consideration of necessary and appropriate evidence, in every action moving as expeditiously as possible.

(k) The SARHRS shall ensure the participation of all respondents and witnesses summoned by the Grievance Committee, including the guarantee of work-release time as necessary for participation. Any employee, other than a party in a privileged communication, who does not fully respond to a reasonable request from the Committee, may be considered insubordinate. Upon establishment of a privileged communication, testimony will be limited to what is not privileged.

(l) The grievant, the respondent(s), and each member of the Grievance Committee shall have the opportunity to question each witness. Grievants and respondents may not question each other without express permission of the chair of the Committee.

(m) Following conclusion of the presentation of all evidence and the testimony of all witnesses, the Grievance Committee shall convene in private session for closed deliberation and judgment.

(n) During the development of its decision and recommendations, the Grievance Committee may, at its discretion, consult with any person not participating in the hearing, including University administrators and legal counsel. It may not, however, accept additional evidence or witness testimony without formally reconvening and providing the grievant and respondent(s) the opportunity to attend and to hear and respond to such evidence or testimony.

(o) The Grievance Committee shall determine its findings and shall attempt to develop one or more recommendations. The Committee is charged, not with determining guilt or innocence, but, rather, with proposing what, if any, action should be taken. The Committee should

decide, by consensus if possible, whether and what institutional action(s) might be taken to rectify the grievance. The Committee may also consider findings and make recommendations designed to prevent future concerns similar to those of the grievance from arising.

(p) Except as may be necessary to arrive at its decision and to prepare the formal reports required by this procedure, Grievance Committee members will not disclose to any person any information that was acquired through their participation in any stage of the grievance process, unless so compelled by a court of law. The same restriction shall apply to all individuals who may be consulted by the Committee at any stage of the hearing process. It shall be the responsibility of the chair of the Grievance Committee to inform all involved of these requirements.

5.5.3.4 The Post-Hearing Process

(a) Within five (5) work days of the Grievance Committee's decision, the chair of the Committee shall forward a written report of its findings and recommendations to the President of the University, the Executive Secretary of the University Council, the SARHRS, the grievant, and the respondent(s). This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

(b) After receiving the report, the President shall respond in writing, as expeditiously as is practical in one of the following ways: (1) remand the matter to the Grievance Committee for further action or consideration, indicating the issues warranting further attention, and meeting with the Committee to discuss those issues if the President or the Committee so desires, (2) issue an administrative directive designed to resolve the situation. This response shall be issued to the SARHRS, the Executive Secretary of the University Council, the grievant, the respondent(s), and the Grievance Committee. Any administrative directive will be addressed to those persons or policy-making bodies whose actions may be necessary for the directive's implementation. Those persons or bodies will also be provided with those aspects of the grievance findings necessary to understand the nature and purpose of the actions to be implemented.

(c) Except in cases involving dismissal for cause of SPS personnel, the response of the President is the final step in the University's grievance process. In cases involving dismissal for cause of SPS personnel, if dismissal or other penalty is recommended, the grievant shall have five (5) working days from receipt of the President's decision in which to request that the President transmit the record of the case to the Board of Trustees. If the grievant fails to respond within the five days provided, the President may forward the case to the Board of Trustees on his or her own motion,

or the President may refuse to forward the case and the matter shall be considered closed at that point. The Board of Trustees is not obligated to consider the case even if forwarded to it for a decision.

If the Board of Trustees agrees to consider the case, the following procedure is recommended. The Board's review should be based on the record of the proceedings conducted by the Grievance Committee. At its discretion, the Board of Trustees may provide opportunity for argument (written, oral, or both) by the principals at the hearing, or by their representatives. Either the decision of the Grievance Committee shall be sustained, or the matter will be returned to the Grievance Committee with specific objections. The Grievance Committee should then reconsider the matter, taking into account the Trustees' stated objections, and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final disposition of the case only after studying the Grievance Committee's reconsideration.

5.6 Conflicts of Interest

(a) In the event that a grievance is related to the actions of a supervisor, who would act as a respondent, the grievant or the SARHRS may advance the grievance to the next organizational level. Informal efforts of reconciliation should still occur. If the grievance is filed by an employee who reports directly to a vice president or the President, and circumstances prevent using Steps I or II above, then the grievant may submit an appeal directly to the President (or designee) under the procedures of Step II. If, thereafter, the grievance is still unresolved, the grievant may initiate a formal grievance at the University level in accordance with the provisions of Section 5.5.3.2.

(b) In cases that originate with a grievant or respondent in Human Resource Services or any other unit supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

5.7 Affirmative Action Complaints

(a) Official University complaint procedures exist pertaining to allegations of discrimination or harassment on the basis of race, color, sex, age, marital status, sexual orientation, national origin, religious views or affiliation, disability or handicapped status, veteran's status, or retaliation for having alleged (or for supporting allegations of) discrimination. Complaints of discrimination or sexual harassment may be filed with the Office of Affirmative Action and Diversity Resources, and grievances alleging discrimination or harassment may also be filed by means of this grievance procedure. It is recommended that access to affirmative-action procedures be initiated as soon as affirmative-action issues are identified. Doing so will not alter the timelines of the grievance process. However, absent waiver or extension by the grievant, all relevant timelines contained in these procedures must be complied with.

(b) In the event that a grievance involves an affirmative-action issue, the respondent(s) at any given step may consult with the Affirmative Action Officer (AAO). The vice president (or designee) in Step II, or the Grievance Committee, may also refer all or portions of a grievance to the AAO for investigation and disposition. Such a referral will indicate a specific timeframe for completion of the investigation and any related report(s), established by the AAO in consultation with the vice president (or designee) or Grievance Committee, and any relevant timelines for response under this grievance procedure will be extended to incorporate the specific timeframe provided by the AAO for an affirmative-action investigation. The AAO will inform all parties if the time frame is extended. The extension is limited to 45 work days. Should a grievance involving allegations of discrimination or harassment be filed or processed subsequent to the completing of an affirmative-action investigation, the results of the investigation (contained in an appropriate summary or final report provided to the parties) shall be considered part of the record included with the grievance. Materials and records obtained in the course of an Affirmative Action Officer's investigation are confidential and not accessible within the grievance process. Investigator's notes, draft reports, and documentation not included in or attached to a final report shall be considered confidential business records, not available to the parties, and will be maintained in a separate confidential file by the AAO. The University is legally required to enforce applicable legal standards pertaining to discrimination and/or sexual harassment. Therefore, immediate responses may be required when such matters are reported to a supervisor or the AAO. In the event that a grievant elects to pursue an appeal involving an allegation of discrimination pursuant to Section ~~7.2.5~~ 11.2.5 of the ~~Constitution and~~ Faculty Senate Bylaws, the outcome of any such appeal will be reported to the Affirmative Action Officer (AAO) by the respective Hearing Board. Thereafter, the AAO may consider this record in determining whether a further investigation is warranted in the event that the same or a similar complaint is filed by the grievant under alternative university procedures for complaint and investigation.

5.8 Special Cases

(a) Appeals of personnel reviews or performance evaluations for status Operating Staff employees shall be administered pursuant to these grievance procedures, except in cases where a grievant is an employee covered by a collective-bargaining agreement.

(b) Appeals of salary increases (not including faculty appeals of merit ratings) shall follow Steps I and II of these grievance procedures. Operating Staff may appeal to a Salary Review Committee in accord with University procedures. Affirmative Action appeals which include salary increase issues in relation to an allegation of discrimination, retaliation, or harassment shall follow the University Affirmative Action complaint procedures and/or successive steps of these grievance procedures.

(c) Multiple grievances, submitted by one or more grievants, on the same or similar topics and within 30 work days of the initial grievance, may be consolidated on the recommendation of the SARHRS in consultation with the Executive Secretary, and

approval of the grievant(s), and presented as a package to the respondent(s) at any stage of the grievance process.

(d) Upon the recommendation of the SARHRS and approval by the grievant, a grievance may be referred directly to any higher level in the grievance process, thereby bypassing any preliminary steps as indicated. The named respondent(s), if any, shall be notified of any such referral and provided with the opportunity to place their responses in the grievance record.

5.9 Retaliation

Retaliation is strictly prohibited against any individual(s) who participate(s) in the process in the following manner(s) utilizing the grievance procedures, providing information under these procedures, cooperating in an investigation under these procedures, serving as a witness in a grievance hearing, or otherwise participating in grievance proceedings. Claims of retaliation in Steps I and II should be reported to the SARHRS, and in Step III to the SARHRS and the Executive Secretary, and proven claims will subject the offender(s) to corrective measures, including disciplinary action.

5.10 Administrative provisions relating to the grievance procedure

(a) The Board of Trustees has delegated authority to the President of the University with respect to certain matters regarding University operations. Under this delegation of authority, specific University administrators and offices are assigned responsibilities with respect to the conduct of University operations and personnel procedures. Should a grievance proceed through the process and result in a recommendation by the Grievance Committee, this recommendation shall be forwarded to the President, who will make the final determination with respect to implementing or amending the recommendation, or returning it to the Grievance Committee for additional consideration. All final dispositions of formal grievances are subject to applicable laws; University rules, policies, and regulations; and approval of the President.

(b) Grievances citing an employee's action unrelated to supervisory actions shall be referred to the appropriate supervisor of that employee.

(c) Failure of a grievant to comply with the time limits set forth in these grievance procedures shall result in nullification of the grievance. However, the grievant or a respondent may request of the SARHRS, if in Steps I or II of the process (5.5.1. and 5.5.2), or of the Executive Secretary of the University Council if in Step III (5.5.3.), an extension of the time limits stated in these procedures. The SARHRS or Executive Secretary, as appropriate, will so inform the grievant and each respondent; will consider that request expeditiously and, if they believe that unusual circumstances warrant the extension, will approve it on behalf of the University and so inform all parties. A grievance involving the same matter or set of issues may not be resubmitted. All University administrators and supervisors are responsible for making timely responses to grievants. Failure of a respondent at a given step in these grievance procedures to comply with the response time frames shall allow the grievant to advance to the next step of the

procedures within five (5) work days of the time limitation set forth in the previous step, and based upon the responses provided at prior steps.

(d) Grievants alleging violation of University policies shall identify the alleged violator(s) and shall identify or describe one or more grievable acts as defined in Section 5.3. The grievant may include a requested remedy to resolve the grievance at Step I. If requested by the grievant, supervisors and University representatives giving responses at Steps I through III shall provide additional information as necessary to further clarify or define the issues.

(e) In each case where a faculty or staff member alleges grounds for a grievance, that person shall have the responsibility for proving a case by preponderance of the evidence, in accordance with the stipulated procedures. In cases of dismissal for cause of SPS personnel, the burden of proof shall lie with the university.

(f) Grievance responses provided under these procedures shall be consistent with applicable legal standards and with official University rules and regulations.

(g) At any step in the process, the grievant and/or the respondent may consult with or otherwise enlist the assistance of appropriate individuals such as, but not limited to, the Ombudsman or – for grievants who are faculty or Supportive Professional Staff – the Faculty and SPS Personnel Advisor, in the filing of a grievance or in seeking resolution of the grievance. During any stage of these grievance procedures (Step I through a grievance hearing), the grievant may be accompanied by a non-participating adviser of his/her choosing. The presence and participation of attorneys who are of counsel to parties is limited to hearing proceedings involving discharge or other panel or hearing board or arbitration venues to which grievances may be referred. The University reserves the right to also have an attorney present in the event of such participation.

(h) During the grievance process, any party to a grievance may request official interpretations of University rules, policies, procedures, and regulations from the SARHRS. The SARHRS will refer the request to other University authorities, as appropriate, in order to obtain an expeditious official interpretation.

(i) Employees may be held responsible for maintaining appropriate standards of professional conduct, in accord with University policies and procedures, at all times. Employees may participate in conciliation efforts or grievance dispositions during periods outside their appointments if all the parties so agree. Days on full leave of absence shall be considered as time outside of the period of the appointment for purposes of these grievance procedures.

(j) A grievance may be withdrawn by the grievant at any stage during the process.

(k) Throughout the grievance process, the grievant shall fulfill her/his assigned professional responsibilities with the University.

5.11 Appendix

5.11.1 Definitions

(a) Adviser. A person present at a grievance hearing, who in no way participates in the formal proceedings but may privately advise a hearing participant to the degree that the Grievance Committee determines that such advising does not interfere with the conduct of the hearing.

(b) Complainant. A University employee presenting a complaint.

(c) Complaint. An allegation that there has been an adverse situation as described in Section 11.3.

(d) Dismissal for cause. Termination of employment prior to the expiration of an employee's contract period. Documentation sufficient to establish just cause for dismissal is required. Dismissal will not be used to restrain employees in the exercise of their constitutional and legal rights.

(e) Executive Secretary. The Executive Secretary of the University Council.

(f) Grievance. A formal, written allegation, not resolved by the informal efforts of Section 11.4, that there has been an adverse situation as described in section 11.3.

(g) Grievant. A University employee presenting a grievance.

(h) Observer. A person who is present at a grievance hearing but is in no way a participant or an adviser while the hearing is in session.

(i) Party. The grievant or the respondent(s) are defined as parties to this process.

(j) Privileged communication. Written or oral communication not subject to disclosure under these procedures because it arises from the relationships of either patient and health-care practitioner (including mental health counselor), victim and violent-crime counselor, client and attorney, source and news reporter, counselee and member of the clergy, spouse, or member of the immediate household, as well as that arising from interactions with persons in their role of University Ombudsman, Faculty and SPS Personnel Advisor, Employee Wellness and Assistance Program counselor, Employee Relations counselor, or other University employee acting in an official role as a counselor. In the event that state law changes in a fashion to expand the above or similar relationships, this definition shall be interpreted and applied so as to comply with the changes in the law.

(k) Respondent. A person whose action or inaction is identified as possibly contributing to the adverse situation described in the grievance.

(l) SARHRS. The senior administrator responsible for human resource services (whose exact title may change) or designee. As indicated in Section 5.6(b), in cases that originate with a grievant or respondent in Human Resource Services or other units supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

(m) Work days. All days during which the University is normally scheduled for operations, excluding weekends, official holidays, and closure periods. For employees on appointments of less than 12 months per year, "work days" do not include any days outside of the period of their appointment.

(n) Workplace. A location in which employment duties are performed for Northern Illinois University and are subject to the direction, terms, and conditions of employment of the University.

Amendment approved by University Council on 4/30/2008.

Amendment approved by University Council on 4/27/2011.

Editorial revisions to update "Vice President for Human Resources" to "Vice President of Administration" made 12/18/2012.

Editorial revisions to update "Vice President of Administration" to "senior administrator responsible for human resource services" approved by University Council 04/02/2014.

ARTICLE 6: *(formerly Article 12)*
GRIEVANCE PROCEDURES FOR STUDENTS

6.1 Preamble
As a student-centered institution of higher learning, Northern Illinois University strives to create a professional environment that is free from incivility, misuse of authority, intimidation, or retaliation. This grievance policy is intended to be consistent with the preamble of the Northern Illinois University Constitution which declares that "Respect for the intrinsic dignity of each member of the university community, both by the university itself and by each member of that community, is the basic cornerstone governing all community activities."

Enactment of the grievance procedures shall promote the values inherent in the American Association of University Professors' "Statement of Principles on Academic Freedom and Tenure." That is to say, faculty and staff have an obligation to (a) promote the common good, (b) pursue a free search for truth, and (c) protect students' freedom in learning. The pursuit of these values shall not be cause for grievance, especially if conducted within the individual's discipline or as a member of a learned profession. Students do, however, have a right to expect that these values be demonstrated throughout the university.

Throughout these procedures, all persons involved should exercise discretion in receiving and transmitting information pertaining to the complaint.

6.2 Summary of Time Lines for the Grievance Process
Initiating the formal grievance process is possible once an attempt at informal resolution has been completed. A written complaint must be filed with the executive secretary of the University Council within the next ten (10) work day period (see Section 6.5 Formal Procedures).

Within five (5) work days of receipt of the formal grievance, the executive secretary will forward a copy of the formal grievance and accompanying materials to the respondent(s). Each respondent will have ten (10) work days to submit a response to the executive secretary.

Also within five (5) work days of receipt of the formal grievance, the executive secretary will forward to the grievant and respondent(s) the names of Grievance Panel (GP) members eligible to serve on the Student Grievance Committee (SGC) to oversee the complaint. The grievant and respondent(s) will have ten (10) work days from receipt of the GP members' names to request the executive secretary to exclude people from consideration as members of the SGC.

Within ten (10) work days of the establishment of a pool of acceptable candidates, the executive secretary will select by random drawing the SGC members, provide them with copies of the grievance and response(s), and convene the SGC. The SGC will elect one of its members to serve as chair of the committee at this first meeting.

The SGC will have fifteen (15) work days from the first meeting to review the facts, gather additional information as necessary, and come to a decision regarding the complaint. The SGC may remand the matter to Affirmative Action Diversity Resources if the nature of the complaint should be addressed by another procedure; it may also remand to other personnel who may have

been bypassed during the required informal process; it may deny the grievance if there is not sufficient grounds, or it may initiate an informal hearing.

If the SGC determines that a hearing is necessary, it must call for the hearing no later than the end of its 15 work day review period and the hearing must then be executed within 15 work days of being called for.

The SGC will meet immediately after the hearing in a private session to reach a conclusion pertaining to the grievance.

The SGC must issue its final report no later than fifteen (15) work days following the decision.

6.3 Grounds for Grievances

These procedures provide opportunity for a student to seek resolution of allegations of unfair treatment by faculty or staff in the university setting. Grievances may include good faith claims of incivility, misuse of authority, intimidation, retaliation or professionally inappropriate acts or decisions by a member of the faculty or staff of the university that adversely affects the status, rights, or privileges of a student in a substantive way.

> **6.3.1 Exceptions.** These grievance procedures apply only to those claims that are not expressly covered under other university, Board of Trustees, or state procedures. Other procedures exist for the following matters, which will not be subject to this grievance procedure: discrimination, sexual harassment, Title IX, appeals of disciplinary decisions, claims pertaining to student employment, graduate assistantships, and grade complaints. In some situations, (e.g., situations involving violence, or the threat of violence), informal conciliation may not be appropriate. In such cases, response should follow procedures established in accordance with Illinois state law, including workplace violence protocols, and established threat assessment procedures. A formal grievance cannot be filed for complaints that have been addressed by another procedure (e.g., discrimination).
>
> **6.3.2 Academic Rigor and Performance.** These procedures do not pertain to the level of academic rigor and performance expected by faculty of students in the classroom. Moreover, these procedures are not applicable to issues pertaining to the enforcement of academic policies, or those related to curricular change.

6.4 Informal Procedures

STEP 1. The university encourages the maintenance of positive student-faculty/staff relations that includes effective communication and feedback and attempts to informally resolve complaints. The university strongly encourages attempts to resolve issues through informal procedures, beginning, if possible, with the faculty or staff member against whom the student has a complaint, and, prior to invoking formal grievance procedures, must include his/her immediate supervisor (e.g., department chair, unit supervisor). Initial attempts will normally include discussions with those alleged to have committed the action or conduct described above. Where confidential mediation or alternative resolution option is agreed to by the parties, such processes may be used as a substitute for these grievance procedures to conclusively resolve grievable

issues. The complainant must be notified of the right to end the informal process at any time and initiate a formal grievance.

> **6.4.1 Facilitation.** In an effort to resolve complaints informally, those involved in the discussion are urged to invite the assistance of other university employees or offices, such as, but not limited to, the university ombudsperson, Human Resource Services, and/or the faculty and SPS personnel advisor, to facilitate communication and strive toward resolution of disputes. In all discussions the complainant and respondent(s) will have the right to choose, and be accompanied by, a representative (including student, faculty, or staff member) as a non-participating advisor, other than a person acting in the capacity of legal counsel. This is an administrative process, not a legal process, and legal representation is not appropriate at this time. As these discussions look toward conciliation, no transcripts or recordings shall be made.

6.5 Formal Procedures

STEP 2. Should the problem not be satisfactorily resolved on an informal basis, the complainant becomes a grievant and may initiate the formal grievance procedures. The grievant must complete and submit a formal grievance form to the executive secretary of the University Council. The executive secretary will forward a copy of the grievance form and accompanying materials to the respondent(s). Each respondent will have ten (10) work days to submit a response to the executive secretary. The executive secretary will provide both the grievant and the respondent(s) with GP names and both parties can provide a written request to exclude any individual from consideration for inclusion on the SGC. The executive secretary will then select, by random drawing, a five-member SGC to screen and review the complaint. The SGC will examine the complaint, any response received, and obtain further information as necessary from either party, and determine whether an investigation, in collaboration with Human Resource Services, is necessary to collect more information to make an informed decision. If the SGC determines that it would be appropriate to elicit more facts, assess credibility, or develop a record for potential serious disciplinary action, it may call for a hearing. If a hearing is necessary, it must be called for within seventy (70) work days of the formal grievance submission.

In the event a hearing is conducted, all parties may have a representative present at the hearing for support, but not to speak for them. Following the hearing, the SGC will prepare and submit a report with written findings of fact and identify an appropriate course of action.

In instances when the SGC calls for a hearing, the SGC may request legal counsel support for itself concerning procedural and substantive matters. The grievant and respondent(s) are entitled to consult with any person(s) they choose, prior to, or outside of, the hearing. In addition, each party is allowed to have present during the hearing one non-participating advisor. The hearing shall be closed to all other non-participants. Witnesses shall be present only if invited by the SGC and only when providing testimony or being otherwise involved as invited by the SGC. Prior to the hearing, the grievant and the respondent(s) shall each deliver to the SGC all relevant written information and other material as evidence supporting their respective positions, including a description of the original grievable act. This information will be shared with both the grievant and respondent(s).

The specific hearing proceedings will be conducted consistent with these stipulations and in a manner determined by the SGC. The grievant and respondent(s) are entitled to be present during any presentation by another party. The SGC may admit any evidence it feels may be important in addressing the issues under consideration, including written or oral testimony from any persons who might provide evidence or information relevant to the grievance. If a witness is unable to appear personally at the hearing, a signed written statement may be accepted by the SGC. These statements will be made available to all parties.

The grievant, the respondent(s), and each member of the SGC shall have the opportunity to question each witness. Grievants and respondents may not question each other without express permission of the SGC chair. The senior administrator responsible for human resource services or his/her designee will facilitate the participation of all respondents and witnesses summoned by the SGC including the guarantee of work-release time as necessary for participation.

The SGC will meet immediately after the hearing in a private session to reach a conclusion pertaining to the grievance. The SGC will then create a report to be disseminated as identified in the post-hearing process.

6.6 Post-Hearing Process

Appropriate courses of action can include: 1) Denial of the grievance (grievance not sustained), 2) Referral of the matter to Affirmative Action Diversity Resources, 3) Referral of the matter to alternative dispute resolution (e.g., mediation), or 4) Referral to administrative authority (e.g., unit director and supervisor(s) to whom the director reports) with a SGC recommendation for action. Recommended actions may include, but not be limited to, a letter of apology or an educational intervention. Within fifteen (15) work days of the SGC decision, the chair of the SGC will forward a written report of the findings and recommendations to the executive secretary, who will then distribute it to all parties involved. This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

In instances where an action is recommended by the SGC, the SGC will send a report to the division director and unit director with a recommended action. The unit and division director is expected to work with Human Resource Services to act on the recommendation.

The executive secretary is to maintain records pertaining to each grievance including the outcome. The executive secretary will provide a summary report of the number of grievances filed and the disposition to the University Council at the April meeting each year.

6.7 Composition of the Grievance Panel (GP)

The GP is to be composed of 60 members with 15 representatives from each of the following constituencies: faculty, operating staff, supportive professional staff, and students. The GP will also include the senior administrator responsible for human resource services or his/her designee who must be included in any SGC constructed to oversee a complaint. The GP members are selected as follows:

a) The faculty, operating staff, and supportive professional staff members of the GP are those selected as per Article 11.5.3.1 (b) for faculty and staff grievances.

b) The student representatives are to be selected by the Student Association in conjunction with the student advisory committees in each college, including the College of Law, and must include both undergraduate and graduate students with at least one representative coming from each college.

These names will be forwarded to the executive secretary at the beginning of the academic year.

6.8 Composition of the Student Grievance Committee (SGC)

The SGC will be selected by the executive secretary by random drawing from the GP. The SGC is to be composed of five members with representation from at least one faculty and one student, and the senior administrator responsible for human resource services or his/her designee. At least two members must be from the same employment classification as the respondent(s). The SGC will elect one of its members to serve as chair of the committee.

6.9 Conflicts of Interest

In instances where a grievance involves a member of the GP or relates to a GP member's organizational unit (e.g., department), that member is prohibited from serving on the SGC that will screen the grievance. In the event that a member of the SGC has a conflict of interest related to the alleged act, he/she must recuse himself/herself and is to be replaced by an alternate. The grievant and the respondent(s) each have the right to present written justification to request exclusion from SGC membership any grievance panelist(s) as described in Section 12.8. Also, any SGC member can request to be excluded on the basis of a real or potential conflict of interest or personal relationship.

6.10 Retaliation

Retaliation is strictly prohibited against any individual(s) who participate(s) in the process in the following manner(s): utilizing the grievance procedures, providing information under these procedures, cooperating in an investigation under these procedures, serving as a witness in a grievance hearing, or otherwise participating in grievance proceedings. Claims of retaliation should be reported to the senior administrator responsible for human resource services and the executive secretary, and proven claims will subject the offender(s) to corrective measures, including disciplinary action.

6.11 Appendix

6.11.1 Definitions

Complainant. A student presenting a complaint.

Complaint. An allegation that there has been an adverse situation as described in Section 6.3.

Executive Secretary. The executive secretary of the University Council. Please visit http://www.niu.edu/u_council to identify the executive secretary.

Grievance. A formal, written allegation, not resolved by the informal steps of Section 6.4, that there has been an adverse situation as described in Section 6.3.

Grievance Panel (GP). The pool from which student grievance committees are drawn.

Grievant. A student who is presenting a grievance.

Respondent. A person whose action is identified as possibly contributing to the adverse situation described in the grievance.

Student Grievance Committee (SGC). The five-member committee selected from the Grievance Panel to hear a specific complaint.

Work days(s). All days during which the university is normally scheduled for operations, excluding weekends, official holidays, and closure periods. For employees on appointments of less than 12 months per year, "work days" do not include any days outside of the period of their appointment.

Then NIU Bylaws, Article 12, Grievance Procedures for Students, was established by vote of the University Council on 04/02/2014.

ARTICLE 7: *(formerly Article 13)*
PLACEMENT OF CRITICAL MATERIALS IN FACULTY PERSONNEL FILES

7.1 All information contained in any faculty member's personnel file shall be open for inspection by that faculty member with the following exception: Written statements assessing the professional qualifications, performance, or promise of a faculty member which are solicited as the result of a process of which that faculty member is knowledgeable and to which that person has specifically consented, and which are made available only to those serving on the committee(s) concerned with evaluating the faculty member in question, and to those administrative officers being advised by such committee(s). Summaries of such statements, prepared by those committees and administrators, will also be provided to the faculty member, who may submit concise written responses to accompany them, with the provision that the sources of those statements will not be revealed to that person.

7.2 A faculty member shall be informed prior to the inclusion of any adverse charges or information in his or her file and offered an opportunity for inclusion of a written rejoinder to be attached to the original statement.

7.3 This article applies to both ranked and no-rank faculty and their respective personnel files.

ARTICLE 14:
UNIVERSITY FACULTY SENATE

14.1 Purpose

It is essential to the character and mission of a mature university that the faculty have the primary authority and responsibility to develop, sustain, and enhance the intellectual quality and reputation of the institution and to maintain its academic integrity. In accordance with this principle, the university constitution provides for university governance as a shared process with faculty predominance in all policy decisions relating to the university curriculum, to student admissions and academic standards, and to the faculty personnel process, with active faculty participation in many other areas of university policy and operations. In addition, to ensure effective faculty involvement in university governance, the constitution establishes a Faculty Senate as the representative body of the faculty:

(A) To promote a climate of academic freedom for the university community;

(B) To maintain an optimal learning environment throughout the university;

(C) To encourage research and artistry and the appreciation of the intellectual value of the arts, the humanities, the sciences, and the professions;

(D) To serve as the legitimate representative of faculty concerns vis-à-vis the university administration;

(E) To define and establish standards and procedures of accountability concerning professional faculty ethics and responsibilities; and

(F) To encourage an informed, continuing, and academically responsible participation in those faculty governance roles defined in the Constitution and Bylaws.

14.2 Voting Members

14.2.1 Definition of Voting Members The Faculty Senate shall consist of faculty members, as defined in Sections 2.2.1 and 2.2.2 of the university constitution and Sections 14.2.2 and 14.3 of these bylaws.

14.2.2 Election of Voting Members Voting members of the Faculty Senate representing the faculty shall be elected in the following manner:

14.2.2.1 All elected faculty members of the University Council, as defined in Section 1.3 of these bylaws, shall be voting members of the Faculty Senate. Members of the University Council may not serve as the elected Faculty Senate representative of an academic department.

14.2.2.2 One member of the Faculty Senate shall be elected from and by the faculty, as defined in Article 14.2.1 of these bylaws, of each academic department

or school in the degree-granting colleges of the university, with two elected from each academic department or school of over 50 faculty members, again as defined in Article 14.2.1 of these bylaws and with one member each from the College of Law, and the university libraries. Such elections shall be under the supervision of the Faculty Senate elections committee and shall occur within one month following the annual election of members of the University Council. The terms of these members shall be for three years and shall be staggered as provided for in the bylaws of the Faculty Senate.

14.2.2.3 When the Faculty Senate does not contain at least one elected faculty representative who is a member of a minority racial group, beyond the provision of Article 2, Section 2.2.5 of the university constitution, the elected faculty representatives on the Senate shall meet and elect such a representative. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative of the Senate. Prior to conducting such an election the elected faculty representatives on the Senate shall seek nominations from the college faculties, and shall elect one of the persons thus nominated. The position thus filled shall be in addition to the number of seats otherwise apportioned. The faculty representative so elected shall serve a term of three years.

14.2.3 The terms of office for all voting members of the Faculty Senate shall begin July 1 of each year.

14.3 Faculty Nonvoting Members

14.3.1 Any faculty member of the University Advisory Committee (UAC) to the Board of Trustees who is not a voting member of the Faculty Senate shall be an ex officio nonvoting member.

14.3.2 If they are not otherwise voting members of the Faculty Senate, the faculty serving as assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council shall sit as ex officio nonvoting members of the Senate during their terms of office.

14.3.3 The supportive professional staff member of the University Council shall serve as an ex officio nonvoting member.

14.4 Each member of the Faculty Senate shall represent the Northern Illinois University faculty interests as a whole.

14.5 Officers

14.5.1 The executive secretary of the University Council shall be elected by the voting members of the University Council from the elected faculty members of the University Council in accordance with Section 3.2 of the University Constitution and Section 1.3 of

these Bylaws. The Executive Secretary of the Council shall also serve as President of the Faculty Senate. The Senate shall elect such other officers it may consider essential for the performance of its duties.

14.5.1.1 The initial selection of candidates for the office of Executive Secretary of the University Council shall take place at the second spring semester meeting of the Faculty Senate. Any faculty senator may suggest or second the suggestion of a candidate. To be qualified to serve, the candidate must be an elected faculty member of the University Council for the current and for the ensuing year.

14.5.1.2 Suggested candidates for the office of Executive Secretary shall submit a letter of intent to be included with the agenda for the third and fourth (last) spring semester regularly scheduled meetings of the Faculty Senate.

14.5.1.3 An election of the final candidate for nomination shall be conducted by secret ballot at the last regularly scheduled meeting of the normal academic year of the Faculty Senate. All Faculty Senators present may cast a ballot for the candidate. If there are more than two suggested candidates, the final nominee must receive a majority of the votes cast. If no candidate receives a majority, subsequent ballots will be taken removing the candidate receiving the fewest votes until a candidate is selected.

14.5.1.4 The voting members of the University Council will vote by secret ballot to accept or reject the nominee at the last University Council meeting of the spring semester.

14.5.2 The election of a vice president shall take place at the first Faculty Senate meeting of the academic year.

14.5.3 The term of office for all officers shall begin August 16 and shall be for one year. An officer may serve successive terms.

14.6 Duties and Responsibilities

14.6.1 The Faculty Senate shall serve as the official voice of the university faculty of Northern Illinois University and as the authoritative representative liaison body between the faculty and (1) the University Council, (2) the president of the university, (3) the executive vice president and provost, (4) other vice presidents with respect to their responsibilities affecting the faculty, and, (5) the Board of Trustees.

14.6.2 In accordance with the Preamble and Article 7.3 of the university constitution and the stated commitment to university governance as a shared process, the Faculty Senate shall serve the following purposes:

14.6.2.1 To ensure the representation of the faculty in the governance of the university;

14.6.2.2 To promote and encourage active faculty participation in the development of university policies and procedures;

14.6.2.3 To discuss and recommend as a Faculty Senate policies affecting the university as a whole;

14.6.2.4 To promote the welfare of the faculty and the university.

14.6.3 To achieve the purposes stated in Sections 14.1 and 14.6.2, the specific functions of the Faculty Senate shall include, but are not limited to, the following:

14.6.3.1 To review and recommend academic policies, procedures, and practices at the university level to the appropriate administrative officers and governance bodies of the university;

14.6.3.2 To advance collective and individual faculty prerogatives in university policies and procedures;

14.6.3.3 To make recommendations on matters affecting faculty welfare;

14.6.3.4 To monitor and annually assess and report to the faculty and the administration the effectiveness of the faculty grievance processes;

14.6.3.5 To articulate and promulgate faculty positions on issues of general concern within and to the university;

14.6.3.6 To define and recommend mechanisms for faculty participation in university governance and in system-wide and state-wide issues;

14.6.3.7 To be consulted by and to advise the president of the university, the executive vice president and provost, and other appropriate university-wide administrative officers through mutually acceptable means on matters concerning university priorities, university budgets, university facilities, and university long-range planning, and on proposed changes in the administrative organizations of the university directly or primarily related to its academic mission. Such consultation or advice may take the form of an advisory vote. Nothing set forth in this bylaw, however, shall be interpreted as giving the Faculty Senate final authority to review or revise the decisions appropriately made by the academic councils and committees established by these bylaws;

14.6.3.8 To maintain an interactive liaison with those university shared governance bodies established by the university Constitution and Bylaws, particularly the University Council, the Academic Planning Council, the Baccalaureate Council, and the Graduate Council;

14.6.3.9 To render advice and, if appropriate, act upon matters laid before it by the president of the university, other governance bodies of the university, or members of the faculty;

14.6.3.10 To evaluate annually the services of the faculty and SPS personnel advisor and the president of the Faculty Senate/executive secretary of the University Council. Three faculty members from the Faculty Senate and one (1) member of the SPS Council shall constitute the evaluation committee for the faculty and SPS personnel advisor. Two faculty members of the Faculty Senate who are not elected faculty members of the University Council, two faculty members from the University Council, one (1) SPS member, one (1) operating staff member, and one student member from the University Council shall constitute the evaluation committee for the president of the Faculty Senate/executive secretary of the University Council. All members shall be voting members of either the University Council or the Faculty Senate. The members shall be selected by lot at the September or January meetings of the Faculty Senate and University Council depending on the evaluation period. If any member so selected cannot serve, another member who meets the same criterion shall be selected by lot. These evaluations shall constitute one-half of the personnel rating of the faculty personnel advisor and the total personnel rating of the president of the Faculty Senate/executive secretary of the University Council for those portions of each year during which they held those offices. These evaluations shall be forwarded to the executive vice president and provost who shall determine the annual salary increment for each individual. In so doing, the executive vice president and provost shall consult with each affected faculty member's department regarding the evaluation to be given to that faculty member's other professional activity;

14.6.3.11 All positions taken by the Faculty Senate shall be executed through public and recorded majority vote of the voting members of the Senate and so recorded and reported by the president of the Faculty Senate;

14.6.3.12 During summer vacation and other periods when regular classes are not in session, the Faculty Senate Steering Committee is charged with the responsibility to speak on behalf of the Faculty Senate. The Faculty Senate Steering Committee appointed during the previous academic year shall serve in this capacity until a new Faculty Senate Steering Committee is approved. Actions taken by the Faculty Senate Steering Committee under the powers of this paragraph are not binding on the Senate as a whole until and unless ratified as provided in Bylaws 14.6.3.10;

14.6.3.13 The Faculty Senate Steering Committee shall have the power to call emergency meetings of the Faculty Senate.

14.7 The university shall provide the facilities and resources necessary to support the Faculty Senate. The president of the Faculty Senate shall prepare an annual operating budget for Senate

~~operations as part of the normal university budget process and shall be responsible for administering that budget once it is authorized.~~

~~14.8~~ ~~The Faculty Senate may establish whatever standing and special committees it considers necessary to carry out its responsibilities, such as, but not limited to, committees on faculty rights and responsibilities, faculty compensation and benefits, and university budgets and facilities. The Senate shall develop and adopt its own bylaws.~~

~~14.9~~ ~~The Faculty Senate shall have the right to call meetings of the total university faculty holding academic rank.~~

~~14.10~~ ~~The Faculty Senate shall report its proceedings to the faculty on a timely basis, shall distribute in advance its schedule of meetings, and shall inform the faculty of significant issues coming before it. At the request of one-third of the Faculty Senate membership present, any matter must be submitted to the faculty for consideration, either by mail ballot or at a faculty meeting.~~

~~*Amendment approved by University Council on 04/30/2008.*~~
~~*Article 14.2.2.1 amendment approved by University Council on 05/02/2012.*~~
~~*Article 14.6.3.10 amendment approved by University Council on 10/08/2014.*~~
~~*Article 14.5 amendment approved by University Council on 02/03/2016.*~~

ARTICLE 15:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

15.1 Principles Governing Curriculum Development

15.1.1 Responsibility for the university's curriculum is vested in its faculty. As the university's body of learned scholars, the faculty shall have primary, determinative influence over matters of curriculum policy.

15.1.2 All councils, boards, or committees dealing principally with curriculum matters shall consist primarily of faculty members. Final decisions regarding curriculum, wherever made in the university, shall be made by a committee on which at least a majority of the voting seats are held by faculty.

15.1.3 Consistent with the maintenance of university and college curriculum standards, policies with respect to particular components of the curriculum shall be made by those faculty associated with the academic units responsible for the delivery of those components.

15.1.4 It is the responsibility of university-level curriculum bodies to define university-wide criteria and guidelines governing degrees offered at each academic level. It is the responsibility of the colleges and their departments to define and develop their individual degree programs within those criteria and guidelines.

15.1.5 Final decisions on matters of curriculum shall be made by the curriculum council or committee in whose jurisdiction the decision appropriately falls. All curriculum decisions involving course content, description, titles, and numbers shall be considered and resolved at the department, and college level. Curriculum decisions involving general education, course duplication or overlap between colleges, cross-college concerns, or university standards shall be resolved at the university level. Curriculum decisions requiring notification or action of the Board of Trustees or of the Board of Higher Education shall be finalized by appropriate action at the university level prior to submission to the board.

15.2 Development of the Instructional Program

15.2.1 Final campus responsibility for the development of the university's instructional program shall reside in the university faculty. To enable the faculty to discharge that responsibility, and to assure appropriate input from students and administrative officers, the following structure is established to make instructional program decisions. It shall be the responsibility of the University Council to see that this structure operates effectively and to assure coordination among its component parts. Nothing set forth in this bylaw should be interpreted as giving the University Council final authority to review and revise the decisions appropriately made by the academic councils and committees established by these bylaws.

15.2.2 University Structure for Instructional Program Policy

15.2.2.1 The University Council shall discharge its responsibilities for scholarly programs through three academic councils: the Academic Planning Council, the Baccalaureate Council, and the Graduate Council. All other university-level councils, boards, and committees responsible primarily for curriculum-related decisions shall work under the jurisdiction of one of these three councils.

15.2.2.2 When any two or more of the university academic councils share concurrent curricular jurisdiction, it shall be the responsibility of the University Council to insure that mutually satisfactory procedures for considering and approving curricular proposals falling within the shared jurisdiction are developed by the affected councils.

15.2.2.3 Faculty membership on the university academic councils shall be based on a combination of representation of colleges, representation based on the proportionate number of faculty within each college, and representation of degree programs. The faculty to be represented shall be those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, including department chairs but excluding members of the president's staff and the executive vice president and provost's staff, deans, members of the deans' staffs, and members of the supportive professional staff. Regular faculty members are those whose contracts do not carry the designation "temporary" or “adjunct.”

15.2.2.4 The ratios for representation on the academic councils shall be reviewed by the Faculty Senate-University Council Rules, Governance and Elections Committee prior to the University Council election in those years which are multiples of three, and the distribution of membership shall be adjusted if need be.

15.2.2.5 No department shall have more than one faculty representative on any one academic council at any one time, except that, for the Graduate Council, the dean of the Graduate School may appoint a second representative from an academic department in apportioning the three additional seats if, in the dean's judgment, an additional representative is merited from a college in which each academic department is already represented on the council.

15.2.3 College Curriculum Structure

15.2.3.1 Each college shall discharge its curriculum responsibilities through its college curriculum committee.

15.2.3.2 Colleges with departments shall provide for the participation of those units in the development of the curriculum components for which they are responsible.

15.3 Academic Planning Council

15.3.1 Composition

15.3.1.1 Faculty Representation

(A) Fourteen faculty representatives shall be chosen as follows: two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; one from the College of Law; three from the College of Liberal Arts and Sciences (one each from the areas of the humanities, the social sciences, and the other sciences).

(B) Faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester. If no elected faculty representative is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as ex officio, nonvoting member. No department shall have more than one faculty representative at any one time.

15.3.1.2 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the council. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such term shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

15.3.1.3 Administration Representation

(A) The executive vice president and provost who shall serve ex officio.

(B) The following, or their designees, shall serve ex officio, without vote:

- vice provost for undergraduate academic affairs;
- vice president for research and innovation partnerships;
- vice provost for institutional effectiveness;
- vice provost for resource planning;
- dean of the University Libraries;

- dean of the Graduate School;
- director of the office of Institutional Research;
- director of accreditation, assessment and evaluation;
- director of decision support and analysis.

(C) Others who may be directly involved in issues concerning academic programs may assist the committee as resource personnel.

15.3.2 Chair

15.3.2.1 The executive vice president and provost shall serve as the chair of the council and shall vote when necessary to break a tie vote.

15.3.2.2 The faculty representatives on the council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.3.3 Duties -- Working with the college curriculum committees, the Baccalaureate Council, and the Graduate Council, and reporting to the University Council, the council shall:

15.3.3.1 Prepare and periodically update the academic mission statement for Northern Illinois University.

15.3.3.2 Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.

15.3.3.3 Develop and implement procedures for the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.

15.3.3.4 Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.

15.3.3.5 Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.

15.3.4 Academic Planning Council minutes and reports are to be distributed to all University Council and Faculty Senate members and deposited in the university archives.

15.3.5 All substantive policy recommendations are subject to University Council approval.

15.4 The Graduate Council

15.4.1 Composition

15.4.1.1 Faculty Representation

(A) One seat shall be apportioned to each graduate degree-granting college.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of eight additional seats in accordance with the ratio between the number of regular full-time members and associate members of the graduate faculty in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all colleges, this being the number reported by the office of the executive vice president and provost on January first of each year.

2. Determine an allocation of eight additional seats in accordance with the ratio between the number of graduate academic degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; options and specializations within degree programs shall not be considered as separate degree programs.

3. Each college shall receive the maximum number of seats on the Graduate Council to which it would be entitled under either formula (1) or formula (2) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above eight if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members shall be elected by and from the university faculty who are eligible to elect, or be elected as, members of the University Council and who are also members of the graduate faculties of the college each represents, for three-year staggered terms to begin at the start of the fall semester.

(D) Three additional faculty representatives shall be appointed by the dean of the Graduate School. These positions shall be apportioned to insure

adequate representation of those graduate degree programs producing the largest number of graduates and those programs offering doctoral degrees. Appointed faculty representatives shall also serve three-year, staggered terms.

(E) If, in a given year, no voting member of the Faculty Senate has been elected or appointed to the Graduate Council under the provisions of sections 15.4.1.1 (C) and (D) of these bylaws, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

(F) There shall also be one representative of the College of Law who shall be entitled to vote only on matters pertaining to the College of Law, and who shall be elected by and from the faculty of that college to serve a three-year term.

15.4.1.2 Student Representation There shall be one graduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting graduate degrees shall nominate one graduate student from its department to the college student advisory committee which shall select the college representative.

15.4.1.3 Administration Representation

(A) The dean of the Graduate School shall serve ex officio as a member of the Graduate Council.

(B) A representative of the University Libraries, appointed by the dean of the University Libraries, shall serve ex officio on the council, but shall vote only on matters pertaining to the libraries.

15.4.2 Chair

15.4.2.1 The dean of the Graduate School shall serve as the chair of the Graduate Council and shall vote when necessary to break a tie vote.

15.4.2.2 The faculty representatives on the Graduate Council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.4.2.3 The Graduate Council chair shall be responsible for transmitting to the chair of the Baccalaureate Council, the office of registration and records, and the editor of the university catalogs curricular proposals approved by the Graduate Council for recording and publication.

15.4.3 Duties

15.4.3.1 Establish general policies for graduate study, including policies applicable to students-at-large.

15.4.3.2 Establish standards for admission, retention, and awarding graduate degrees by the Graduate School.

15.4.3.3 Promote scholarship, research, and artistic activities among faculty and graduate students, and create an environment on campus which is conducive to the pursuit of research and graduate studies.

15.4.3.4 Promote excellence in teaching among graduate faculty and encourage, where appropriate, the development of excellence in teaching among graduate students.

15.4.3.5 Promote, where appropriate, the integration of professional practice, teaching, and scholarly activity.

15.4.3.6 Approve graduate curricular proposals, including changes in graduate curriculum, submitted by departments and colleges; and approve and recommend all new graduate programs.

15.4.3.7 Subject to approval by referendum of the graduate faculty, the Graduate Council shall determine criteria for recommendations by departments and other instructional units of the university for appointments to the graduate faculty.

15.4.3.8 Request the college curriculum committees to report their decisions involving a duplication of courses for graduate credit to the chair of the council and to the executive vice president and provost.

15.4.4 Minutes and reports of the Graduate Council shall be deposited in the university archives and distributed in a timely fashion to University Council members, to Faculty Senate members, and to such others as deemed appropriate by the Graduate Council.

15.4.5 Substantive changes in policies under the jurisdiction of the Graduate Council must be reported to the University Council. If it disapproves, the University Council shall report its disapproval, together with a written statement of its rationale, to the Graduate Council. The Graduate Council shall reconsider policy changes in question and either:

(i) agree with the University Council and rescind its prior action;

(ii) modify the policy change and notify the University Council of its action; or

(iii) reaffirm its policy decision. If the council reaffirms its policy position, it shall report that action to the University Council, together with a written statement of its rationale. The policy proposal shall take effect unless disapproved by a two-thirds vote of the total membership of the University Council. The University Council shall have no authority to alter, amend, or otherwise modify a policy decision of the Graduate Council. Policy changes reported by the Graduate Council to the University Council shall be considered approved by the University Council unless that council takes action to disapprove the proposed policy within six consecutive weeks of fall or spring semester classes after receipt of the proposal from the Graduate Council.

15.5 Baccalaureate Council

15.5.1 Composition

15.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number based on the most current data available from office of the executive vice president and provost.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1), formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The university libraries faculty representative to the BCC shall be elected by the faculty of the university libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms.

(D) If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

15.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

(B) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

15.5.1.3 Administration Representation

(A) The Vice Provost responsible for undergraduate education shall serve ex officio as a member of the council.

(B) One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall be a voting member.

(C) The following, or their designees, shall serve ex officio, nonvoting: associate vice president for Student Affairs; director of Admissions;

Transfer Center coordinator; a representative of Educational Services and Programs appointed by the vice provost; a representative from the University Committee on Initial Educator Licensure (UCIEL).

15.5.2 Chair

15.5.2.1 The Vice Provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

15.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.5.2.3 The Baccalaureate Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the Office of Registration and Records, and the editor of university catalogs for recording and publication.

15.5.3 Duties

15.5.3.1 To establish general policies for undergraduate studies and baccalaureate programs, including university requirements for undergraduate programs of study.

15.5.3.2 To review proposed new undergraduate programs of study.

15.5.3.3 In accordance with the policies defined by the Illinois Board of Higher Education, the Board of Trustees, and the University Council, to determine undergraduate policies, regulations, and standards dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation;
- Academic dismissal;
- Readmission;
- Reinstatement;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs;
- Undergraduate curricular policy;
- Student progress toward graduation.

15.5.3.4 To review college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs.

15.5.3.5 To review and approve decisions from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. Curriculum decisions involving course content, description, title and number shall only require Baccalaureate Council action or comment if they involve course duplication or overlap between colleges, cross-college concerns or university standards.

15.5.3.6 To coordinate the intercollegiate aspects of undergraduate education and encourage cooperation among units and colleges. This includes reviewing and resolving issues concerning course duplication or overlap between colleges, cross-college curricular concerns, or conflicts with university standards.

15.5.3.7 To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges such as UNIV and curricular offerings from the Division of International Programs and the Center for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), and review of these units' overall curricular offerings.

15.5.3.8 To receive reports from the its subcommittees regarding their work.

15.5.4 Minutes and reports of the Baccalaureate Council shall be deposited in the university archives and distributed in a timely fashion to the executive secretary of the University Council, to the executive vice president and provost, to deans of the undergraduate degree-granting colleges and the dean of the University Libraries, and to such others as deemed appropriate by the council.

15.5.5 Substantive changes in policies under the jurisdiction of the Baccalaureate Council are subject to review and potential disapproval by the University Council. The Baccalaureate Council shall report to the University Council changes that the Baccalaureate Council considers to be substantive. The University Council may also determine that it considers an issue to be substantive and subject to University Council review. To do so, at its next regularly scheduled meeting after receipt of such a report, the University Council will have the opportunity to indicate (by a majority vote of those present and voting) an intention to review an action of the Baccalaureate Council that was not referred to it. Whether an item is referred to University Council or is voted by University Council as substantive, University Council shall act on the proposal within the next two subsequent meetings. If the University Council does not, on the timetable indicated, indicate its intention to review an action and then vote on that action, then the action of the Baccalaureate Council will be deemed to be approved.

15.6 Standing Committees of the Baccalaureate Council

15.6.1 General

15.6.1.1 The Baccalaureate Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Section 15.6, plus other standing committees that the Baccalaureate Council, subject to the approval of the University Council, shall establish.

15.6.1.2 Faculty and student representative on the Baccalaureate Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Baccalaureate Council be unable to serve on a particular standing committee, the Baccalaureate Council shall be empowered to select a faculty member or members to serve on that standing committee.

15.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

15.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

15.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Baccalaureate Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

15.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Baccalaureate Council for further action.

15.6.1.7 Minutes and reports from the standing committees are to be distributed to all University Council members and copies are to be deposited in the university archives.

15.6.2 General Education Committee

15.6.2.1 Composition

(A) Faculty Representation

1. Three faculty representatives from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.

4. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. No more than one student shall be appointed from any college.

(C) Administrative Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex-officio without a vote.

2. The following shall serve ex-officio without a vote: the vice provost responsible for undergraduate education; the associate vice provost for academic affairs; and associate vice provost for academic assessment

15.6.2.2 Duties

(A) To monitor and evaluate the university general education program.

(B) To recommend policies and procedures to manage both the general education program as a whole, and individual components of that program.

(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.

(D) To approve the addition or removal of courses from the general education curriculum.

(E) To oversee the improvement, including the design, of the general education program and of individual components of that program.

(F) To report its work to the Baccalaureate Council.

15.6.3 Honors Committee

15.6.3.1 Composition

(A) Faculty Representation

1. One faculty representative from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. One faculty representative shall be appointed by the faculty of the university libraries.

5. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Baccalaureate Council.

(C) Administration Representation. The vice provost for undergraduate education and the director for University Honors shall be ex officio, nonvoting members.

15.6.3.2 Duties

(A) To advise the director for University Honors on the administration of the program.

(B) To monitor and evaluate the University Honors Program, and to make recommendations for its improvement.

(C) To evaluate individual components of the Honors Program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the director for University Honors.

(E) To advise the director for University Honors on extracurricular components of the program.

(F) To report its work to the Baccalaureate Council.

15.6.4 Committee for the Improvement of the Undergraduate Academic Experience

15.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

2. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

3. One faculty representative shall be appointed by the faculty of the University Libraries.

(B) Student Representation

1. Seven students shall be selected so that there are two undergraduate student members from within the College of Liberal Arts and sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex-officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

(C) Alumni Representation. A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member of the committee.

(D) Administrative Representation. The following shall be ex officio, nonvoting members of the committee:

1. Vice Provost responsible for undergraduate education or designee;

2. Director of one of the special academic units focusing on minority student concerns; (The Executive Vice President and Provost shall annually, by September, designate the director who is to serve on the committee during the academic year.)

3. Associate vice president for student affairs or designee;

4. A representative from Housing and Dining appointed by the executive director;

5. Director of University Honors.

(E) Chair. The chair shall be elected by the voting members of the Committee for the Improvement of the Undergraduate Academic Experience.

15.6.4.2 Duties

(A) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend to the University Council policies and programs to strengthen that environment.

(B) To act as an advisory board for the First- and Second-Year Experiences.

(C) To establish policies and procedures and select the recipients for the annual awards recognizing innovative teaching practices and outstanding undergraduate educators at NIU.

(D) To monitor and evaluate undergraduate mentoring programs as well as initiatives involving NIU alumni and students and recommend appropriate changes as necessary.

(E) To report its activities and recommendations related to purpose and duties to the Baccalaureate Council.

15.7 Committee on Initial Educator Licensure

15.7.1 Composition

15.7.1.1 Faculty Representation There shall be one representative from each initial licensure program. Cross-listed or administratively combined programs shall be allocated one voting member for their combined programs. Representation may be granted, at the discretion of the committee, to departments that provide service courses for initial educator licensure programs or have administrative responsibility for special endorsement areas. Each licensing college shall have the responsibility and authority to determine who may serve as program representatives. Each of these representatives shall be elected annually by the faculty of the department having administrative responsibility for the program being represented and shall serve until replaced.

15.7.1.2 Clinical Placement Representation There shall be one clinical placement representative from each licensing college and each representative shall have one vote.

15.7.1.3 Student Representation There shall be one student representative. The student representative shall have one vote. The student representative must be admitted to, and enrolled in, an approved initial educator licensure program. The committee shall determine the method of selection of the student representative, who shall serve a term of one year beginning August 16 or as soon as approved thereafter.

15.7.1.4 Administrative Representation The following, or their designees, shall be ex officio nonvoting members of the committee: The vice provost responsible for undergraduate education, the dean of each college housing an initial educator licensure program, the dean of the Graduate School, the director of the Office of Registration and Records, the Transfer Center coordinator, the catalog editor and curriculum coordinator, the associate vice provost for educator licensure, the university licensure officer, the associate director for educator licensure, the associate director for the edTPA, and the associate director for professional development schools. Each administrative representative shall serve as long as he or she holds his or her office.

15.7.2 Chair and Other Officers Each spring the committee shall elect a faculty representative to serve as chair-elect commencing with the start of the following academic year.

The chair-elect shall serve one year in that capacity, then serve as chair for one year, and then be designated as past chair for one year. The chair shall serve as presiding officer of the committee. In the absence of the chair, the chair-elect shall serve as chair: in the absence of both the chair and the chair-elect, the past chair shall serve as chair.

The committee shall elect other officers, and establish committees, as it deems necessary for its operation.

15.7.3 Duties Each faculty representative, or his/her designee, shall serve as the official program contact person for the educator licensure program represented.

Responsibilities of the committee include reviewing all curriculum relevant to educator licensure, developing policy and procedural proposals specific to initial educator licensure and reviewing and advising on preparation of reports for relevant external accreditation.

Minutes and reports of the committee will be distributed in a timely manner to members of the committee, to the Faculty Senate, and to the University Council. Substantive changes in policies under the jurisdiction of the committee must be reported to the University Council.

15.8 University Assessment Panel

15.8.1 Composition The University Assessment Panel shall consist of the following members:

15.8.1.1 Chair The Vice Provost for Institutional Effectiveness who shall serve as the chair of the University Assessment Panel; ex officio, nonvoting.

15.8.1.2 Tenured and Tenure-Track Faculty Representation Tenured and tenure-track faculty members from each of the colleges, as follows:

(A) Fourteen tenured and tenure-track faculty representatives shall be chosen as follows: One from the College of Law; two each from the Colleges of Business, Education, Engineering and Enghineering Technology, Health and Human Sciences, and Visual and Performing Arts; and three from the College of Liberal Arts and Sciences (one each from the areas of humanities, the social sciences, and the natural sciences);

(B) Tenured and tenure-track faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester.

15.8.1.3 Staff Representation

(A) One staff member from the student affairs units, appointed by the chief Student Affairs officer;

(B) One staff member from academic support units, appointed by the Vice Provost for Undergraduate Academic Affairs.

15.8.1.4 Libraries Representation

(A) One staff or tenured or tenure-track faculty member from the University Libraries.

15.8.1.5 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the panel. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such terms shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

15.8.1.5 Administration Representation

(A) One associate or assistant dean responsible for curriculum assessment, appointed by those persons; they shall serve a two-year term beginning in the fall semester;

(B) Director, Accreditation, Assessment, and Evaluation, ex officio, nonvoting, serving as an assistant chair;

(C) Associate Vice Provost for Curriculum, ex officio, nonvoting;

(D) Associate Director, Educator Licensusre and Preparation, ex officio, nonvoting.

15.8.2 Duties The duties of the University Assessment Panel shall be:

15.8.2.1 To review the university mission statement, other statements of university objectives, and state-level policies as a context for assessment;

15.8.2.2 To serve in an advisory capacity to review and provide input on activities pertaining to regional accreditation, and to support the university with preparation of assurance arguments and other initiatives conducted to fulfill accreditation mandates;

15.8.2.3 To provide advice on performance measures and benchmarks to be used externally for state approval and internally for program review processes;

15.8.2.4 To review and approve assessment plans for new programs prior to submission for IBHE review;

15.8.2.5 To work with the General Education Committee and the Committee on Initial Educator Licensure Preparation on assessment activities in the general education program and in initial teacher licensure programs, respectively;

15.8.2.6 To support campus-wide assessment activities to improve learning outcomes; to support programmatic assessment activities in coordination with academic program review schedule, advise departments preparing for program review, and provide input to the Academic Planning Council on assessment progress of student learning outcomes or programs under review;

15.8.2.7 To support departments and colleges preparing for the assessment component of discipline-specific accreditation reviews;

15.8.2.8 To review and update the university academic assessment plan to make recommendations for funding support for expanded assessment activities of departments and colleges.

15.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)

15.9.1. Composition Membership of the committee shall consist of the following:

Chief Diversity Officer, ex officio, nonvoting;
Director, Center for Black Studies, ex officio, voting;
Director, Center for Latino and Latin American Studies, ex officio, voting;
Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;
Director, Center for Southeast Asian Studies, ex officio, voting;
Director, Disability Resource Center, ex officio, voting;
Director, Asian American Studies Certificate, ex officio, voting;
Representative from the Office of the Vice Provost for Undergraduate Academic Affairs, nonvoting;
Representative from the Division of Student Affairs, nonvoting;
One faculty member from each degree-granting college, voting;
One equity team leader from each degree-granting college, voting;
Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;
One supportive professional staff member, voting;
One curricular associate dean, nonvoting;
One undergraduate and/or graduate student, voting.

Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.

15.9.2 Chair The chair position of the committee will be held by the Chief Diversity Officer, and the directors of the academic diversity centers may serve as co-chairs as needed.

15.9.3 Duties The duties of the committee shall include the following:

1. To identify academic achievement gaps among all students;

2. To identify and implement effective, sustainable, and measurable intervention strategies to ensure equity for all students;

3. To monitor academic achievement among students from underserved populations;

4. To develop criteria by which the Human Diversity degree requirement will be satisfied;

5. To promote multicultural curriculum transformation on campus in partnership with Office of Student Engagement and Experiential Learning (OSEEL) and academic diversity centers by establishing faculty-mentored student research opportunities that impact diverse communities and transform curricula;

6. To advise the provost and university bodies on multicultural curriculum transformation issues;

7. To submit an annual report on activities of the committee to the provost;

8. To regularly monitor available data on undergraduate student participation in multicultural and diversity centered academic programs, minors, and certificates;

9. To support collaboration between academic centers' minors and certificates and NIU PLUS pathways;

10. To provide opportunities for faculty participation in academic diversity programs and initiatives.

Article 15 amendment to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011, 10/05/2011, 11/02/2011.
Article 15.9.3(2) amendment from "annual" to "biennial" institute approved by University Council on 11/07/2012.
Article 15.6.4.2 amendment to add paragraph (H) approved by University Council on 05/01/2013.
Articles 15.8.1 and 15.9.1 amendments approved by University Council on 12/03/2014.
Article 15.3.1.3 (B) amendment approved by University Council on 10/07/2015.
Articles 15.5 and 15.6 amendments approved by University Council on 04/06/2016.
Article 15.3.1.3(B) amendment approved by University Council on 10/05/2016.
Article 15.9 amendment approved by University Council on 02/01/2017.
Articles 15.3.1.3(B), 15.5.1.3(C), and 15.8 amendments approved by University Council on 01/31/2018.
Article 15.7 amendment approved by University Council on 10/10/2018.

ARTICLE 16:
THE COLLEGES

The mission of the university -- the discovery and dissemination of knowledge -- is achieved through the work of the university's academic agencies: the schools and departments which are the focal points for instruction, academic research, and artistry; and the institutes, centers, and programs which marshal resources for the discovery, transmission, and application of knowledge and understanding. Most of all, the mission of the university is achieved through the efforts of its faculty and their attendant staff and support systems. The organizational units which link these resources together, coordinate their work, stimulate and reward their achievements, and foster the sense of community so unique and vital to academe are the colleges.

The colleges are unified by their instructional and scholarly orientation. They are responsible for promoting the spirit of the teacher/scholar, nurturing a climate conducive to inquiry, fostering intellectual freedom, and stimulating the pursuit of excellence in the transmission of knowledge. The colleges provide the essential community--the organizational structure and the framework for intellectual interaction--that makes the academic enterprise operational. The colleges, then, are a basic mechanism through which the faculty discharges its prerogatives and responsibilities.

16.1 Standing Committees of Colleges Containing Academic Departments

16.1.1 The College Council

16.1.1.1 Composition The college council shall consist of tenured faculty of the college. There shall be a minimum of one member from each department elected 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.

16.1.1.2 Duties

(A) To act in an advisory capacity to the dean of the college on policy with respect to academic activities of the college;

(B) To serve as the college personnel committee and advise the dean of the college concerning salaries, promotions, tenure, and sabbatical leaves;

(C) To make recommendations to the University Council concerning the policies of the college and the university;

(D) To select the college council's representatives from that college to the University Council Personnel Committee. Each such appointee must not be a department chair nor a member of a department one of whose members is already serving on that committee.

(E) To exercise all of the functions assigned to the college personnel committee by these bylaws.

16.1.1.3 Minutes Minutes of each college council meeting shall be distributed in a timely fashion to the faculty of the college.

16.1.2 The College Senate

16.1.2.1 Composition The college senate shall consist of the department chairs of the college, the dean of the college, and such additional academic personnel as the dean shall deem appropriate and necessary to the work of the senate. The dean, or the dean's designee, shall serve as chair of the senate and be responsible for preparing the agenda.

16.1.2.2 Duties The college senate shall consider and review administrative matters of the college and advise the dean of the college on such matters.

16.2 Standing Committees of All Colleges

16.2.1 The College Curriculum Committee

16.2.1.1 Composition The composition of the college curriculum committee shall be determined by the regular full-time faculty within each college. The dean, or the dean's designee, shall serve as chair of the committee.

16.2.1.2 Duties

(A) Be responsible for studying, approving, disapproving, or returning for revision all proposals submitted by members of the college faculty or by department curriculum committees for establishing new courses, programs, or curricula, for deleting or substituting courses, and for changing existing courses, programs, or curricula.

(B) Submit all college proposals involving the general education program and new or revised undergraduate programs to the Baccalaureate Council or its appropriate standing committee with its recommendations.

(C) Submit all proposals involving new or revised graduate programs to the Graduate Council.

(D) Submit all proposals involving changes in the curriculum of the College of Law to the faculty of that college.

(E) Initiate curricular proposals.

(F) Subject to Section 15.1.5 of these bylaws, have final authority for the

substitution, alteration, addition, or deletion of courses other than those involving the general education program. It shall report final recommendations on undergraduate curriculum matters to the Baccalaureate Council's standing committee on curriculum, and, on graduate curriculum matters, to the Graduate Council.

16.2.2 The Student Advisory Committee

16.2.2.1 Organization

(A) Each college shall establish a student advisory committee and shall provide a constitution or set of bylaws governing the role, organization, operation, and duties of such body.

(B) Each college shall keep on file, in the college office and in the office of the Student Association, an up-to-date copy of its student advisory committee constitution or bylaws where it is available for student inspection.

(C) Each college shall transmit, on or before October 15 of each academic year, a list of the officers and members of its student advisory committee for that year to the Student Association and to the executive secretary of the University Council.

16.2.2.2 Composition The composition of each college student advisory committee shall be determined by the student advisory committee constitution or bylaws of that college.

16.2.2.3 Duties The duties of the college student advisory committees shall include, but need not be restricted to, the following:

(A) Advise the dean of the college on all matters of direct concern to students.

(B) Advise the student representatives from the college to the University Council on matters of direct concern to students.

(C) Nominate or appoint student members to university committees, councils, and boards.

(D) Screen and select the student member nominees for the University Council.

~~16.3 Standing Committees of Colleges Without Academic Departments~~

~~16.3.1 College Personnel Committee~~

~~**16.3.1.1 Composition** The composition of the college personnel committee shall be determined by the regular, full-time faculty within each college. The dean of the college may be a nonvoting member of the committee and may serve as chair. The chair shall be responsible for preparing an agenda for the committee's approval.~~

~~**16.3.1.2 Duties**~~

~~**(A)** Be responsible for exercising all of the functions assigned to a college personnel committee by these bylaws.~~

~~**(B)** Exercise such other powers and duties as may be assigned to it by the regular, full-time faculty within the college or by the dean of the college.~~

ARTICLE 8: *(formerly Article 17)*
OTHER STANDING COMMITTEES OF THE UNIVERSITY

8.1 Athletic Board

8.1.1 Composition The Athletic Board is directly responsible to the president of the university. It shall consist of the following members:

- One faculty member from the College of Law to be selected by the faculty of that college and one faculty member from each of the other degree-granting colleges selected by the respective college councils;
- One member of the University Libraries faculty selected by that faculty;
- Two students selected by the Student Association with two colleges represented;
- One male and one female student athlete selected by the Student Athlete Advisory Council (SAAC);
- One member of the Alumni Association selected by the Alumni Association;
- One member of the operating staff selected by the Operating Staff Council;
- One member of the supportive professional staff selected by the Supportive Professional Staff Council;
- One nonvoting member from the Huskie Athletic Fund selected by the Huskie Athletic Fund.
- In addition, the associate vice president/director of athletics and the university general counsel shall be ex officio, nonvoting members.

With the exception of student representatives, members shall serve three-year staggered terms. Student members shall be appointed annually. All members shall be eligible for reappointment.

The faculty athletics representative shall serve as the chair of the Athletic Board, ex officio, voting.

8.1.2 Duties

8.1.2.1 The board shall assume responsibility for directing the policies through which intercollegiate athletics, both men's and women's programs, shall function as a university activity. In performing this responsibility, the board shall develop and implement procedures for the periodic review of athletic programs in terms of their quality and their consistency with the institution's academic mission.

8.1.2.2 The board shall assure equity between men's and women's intercollegiate athletic programs.

8.1.2.3 The board and the associate vice president/director of athletics shall assume the following responsibilities relative to the preparation and submission of budgets for the operation of the programs:

(A) The associate vice president/director of athletics shall prepare budgets of finances needed to operate the programs; the budgets shall include intercollegiate sports with recommendations concerning amounts to be assigned to various sports, administrative, and support activities. The budgets shall be submitted in writing to the Athletic Board. Copies of the complete budgets shall go to all coaches prior to submission to the Athletic Board.

(B) The coaches of the various sports shall appear before the Athletic Board, at the request of the board or at their own request, to explain budget items before the budgets are approved by the board and submitted to the president and the president's staff. Any major changes in the budgets shall be approved by the Athletic Board.

(C) The associate vice president/director of athletics shall submit to the Athletic Board an accounting of all funds received and expended.

8.1.2.4 The board shall establish scheduling policies and parameters. The board will monitor compliance with those policies and parameters and review the impacts of scheduling on missed class time, academic performance and other outcomes.

8.1.2.5 The board shall have the responsibility to review matters pertaining to awards and their costs, and issues regarding eligibility, travel, medical responsibilities, public relations, ticket sales, seating accommodations, and other items dealing with intercollegiate athletic programs.

8.1.2.6 Minutes shall be kept of all board meetings.

8.1.2.7 The board shall distribute minutes and reports to University Council members. Substantive changes in policy shall be submitted to the University Council for approval. Approved minutes shall be deposited in the university archives.

8.1.3 Executive Committee

8.1.3.1 The Athletic Board shall appoint an executive committee comprised of the chair, the chairs of the standing committees, and such other persons as the board shall determine.

8.1.3.2 The executive committee shall be chaired by the chair of the board.

8.1.3.3 The committee shall advise the chair between meetings of the board, review and make recommendations to the board regarding recommendations made by administrators of the intercollegiate athletic program, develop the agenda for Board meetings, insure the development of adequate background information

for the board on matters expected to be put on the board's agenda, and perform such other duties as may be assigned to it by the board.

8.2 University Benefits Committee

8.2.1 Composition

8.2.1.1 The University Benefits Committee is directly responsible to the president and shall consist of:

(A) A chair, elected by and from the committee;

(B) Two faculty members appointed by the president upon the recommendation of the Faculty Senate;

(C) Two operating staff members appointed by the president upon the recommendation of the Operating Staff Council;

(D) Two supportive professional staff members appointed by the president upon the recommendation of the Supportive Professional Staff Council;

(E) One representative of the administration, appointed by the executive vice president and provost;

(F) Senior administrator responsible for human resource services or designee;

(G) One member from the retired employees, appointed by the NIU Annuitants Association;

(H) One member from the Faculty Senate Faculty Rights and Responsibilities Committee, as liaison;

(I) The manager of insurance and employee benefits and others who may be directly involved in the administration of employee benefits may assist the committee as resource personnel.

8.2.1.2 The committee chair and secretary shall be elected by and from members of the committee at the first committee meeting in the fall.

8.2.1.3 The term of office for faculty, operating staff, and supportive professional staff members shall be three years, staggered, beginning in the fall semester. Representatives of the administration shall serve until their successors are appointed.

8.2.2 Duties

8.2.2.1 To act as an advisory body to the president on any and all employee benefits pertaining to faculty, operating staff, and supportive professional staff.

8.2.2.2 To review present benefit plans and proposals received from the University Council, the Operating Staff Council, Supportive Professional Staff Council, and the committee itself.

8.2.2.3 To make recommendations to the president concerning employee benefits.

8.3 Campus Security and Environmental Quality Committee

8.3.1 Composition

8.3.1.1 The committee shall have the following members:

(A) The executive vice president and provost; the vice president for administration and finance; the associate vice president for student affairs; and the vice president for enrollment management, marketing and communications, or their designees;

(B) The chair of the Faculty Senate-University Council Committee on Resources, Space, and Budgets, the associate vice president of facilities planning and operations; the chief of police; the director of parking services; the director of environmental health and safety; and the campus planning coordinator, or their designees;

(C) Two faculty appointed to serve two-year staggered terms by the Faculty Senate from nominees submitted by the college councils, the Library Council, and the faculty of the College of Law; two operating staff appointed to serve two-year staggered terms by the Operating Staff Council; and two Supportive Professional Staff appointed to serve two-year staggered terms by the Supportive Professional Staff Council;

(D) Four students appointed to serve one-year terms, including one resident undergraduate student, selected by the Residence Hall Association; one graduate student, selected by the Graduate Council; one Greek Community student selected by the president of the Student Association; and one commuting student, selected by the president of the Student Association;

(E) A representative of the City of DeKalb, appointed by the City Manager.

8.3.2 Duties The Campus Security and Environmental Quality Committee shall meet on a regular basis and shall advise the president, or his/her designee, on matters involving the security (including personal and property security) of the university community and protecting and enhancing the interior and exterior quality and security of the campus environment. Membership on the committee shall assure broad and balanced representation of the university community and it geographic regions (e.g., Greek row, residence halls, parking areas, classrooms). The chair of the committee shall be appointed by the president from its membership.

8.4 University Advisory Committee (UAC) to the Board of Trustees

8.4.1 Composition

8.4.1.1 The committee shall consist of the president of the Faculty Senate, the presidents of the Supportive Professional Staff Council and the Operating Staff Council, and three additional faculty members selected to represent the faculty's multiple roles in the university, particularly those in teaching, research, and service. These faculty shall be nominated by the executive secretary of the University Council and confirmed by the University Council. They shall serve three-year staggered terms. In the event of a mid-term vacancy in a faculty position, the executive secretary shall nominate a person to fill the remainder of that term with the nomination confirmed by the University Council. In the nomination of the faculty representatives, the executive secretary shall consult with the Faculty Senate.

8.4.2 Duties

8.4.2.1 The Board of Trustees expects the president to meet regularly with the University Advisory Committee. The president shall keep the University Advisory Committee informed of and shall seek and receive advice from it about matters coming before the Board of Trustees. The University Advisory Committee may appoint one or two of its members to serve as liaison to each of the working committees of the board. A University Advisory Committee liaison, or a spokesperson chosen by the University Advisory Committee because of expertise on a specific issue, will be recognized at a regularly scheduled point on the committee agenda.

8.4.2.2 The committee shall be accountable to the University Council. Members of the committee shall also be accountable to their specific university organization--Faculty Senate, Operating Staff Council, or Supportive Professional Staff Council.

8.5 Faculty Representative to the Illinois Board of Higher Education

8.5.1 The Faculty Senate shall elect a tenured faculty member to serve on the Faculty Advisory Council to the Illinois Board of Higher Education. The person so elected shall

serve a four-year, renewable term beginning at the start of the fall semester. The person shall receive annual compensation equal to one month of the median salary of all tenured faculty. If not otherwise a member, the person shall serve as an ex officio nonvoting member of the Faculty Senate and the University Council.

8.6 Membership on Standing Committees of the University

8.6.1 Appointment to Standing Committees Appointment to standing committees and to other university committees which require approval or consent of the University Council will follow the procedure below:

8.6.1.1 The executive secretary of the University Council shall notify the eligible faculty of the available positions by written announcement.

8.6.1.2 Departmental representatives to their college councils shall submit to their respective college councils the names of interested applicants for their particular positions, together with any additional nominees of their choice. In a college without departments or a college council, the faculty as a whole shall act as both department and college council.

8.6.1.3 The college councils concerned will consider the list of applicants and nominees, together with any choices of their own, and make appropriate recommendations directly to the University Council for action according to established procedure. The recommendations of each college council shall attempt to represent equitably minorities and women within the college.

(A) In case a position is identified as being from the university-at-large, one candidate may be recommended to the University Council by each college council, together with a brief statement concerning the special qualifications of each nominee.

(B) In case a position is identified as representing a specific college, not more than two candidates will be recommended to the University Council.

8.6.1.4 The executive secretary of the University Council, upon receipt of nominations from the colleges, will solicit from each nominee a brief statement indicating the nature of the nominee's interest in the committee and qualifications for appointment.

8.6.1.5 The Steering Committee of the University Council shall examine the qualifications of the nominees and recommend to the University Council those nominees who seem best qualified. The recommendations of the Steering Committee shall attempt to represent equitably the minorities and women nominated to the council. The council shall then make the final choice for recommendation to the president.

8.6.1.6 Where the appointee to a committee is required to be a member of the University Council, the nomination shall be made by the Steering Committee and forwarded to the University Council for approval, together with a brief statement concerning the special qualifications of the nominee.

8.6.1.7 When a need arises for an immediate nomination, the Steering Committee shall have the authority to make the nomination itself. The Steering Committee shall decide when such a need has arisen and shall be prepared to justify such decision to the University Council. A person nominated under this provision shall be authorized to assume the responsibilities of the position immediately, subject to final confirmation by the University Council at the earliest possible meeting of the council.

8.6.2 Designation of Alternates to Standing Committees of the University and Other University Committees

8.6.2.1 Should a member of a standing committee of the university or other university-wide committee be unable to attend a meeting of the committee or temporarily be unable to serve on the committee for a period of time not to exceed nine weeks, such member may designate a qualified alternate from the members of the constituency represented. Each committee shall, at the beginning of each academic year, approve working rules specific to that committee with respect to the determination of alternate members. The designated alternate shall have the same prerogatives as the regular member.

8.6.2.2 Should a member be unable to complete a term of office or be unable to serve on the committee for a period of time in excess of nine weeks, a replacement shall be selected in the same manner in which the regular member was selected, and shall serve until such time as the regular member is able to return to the committee or until the beginning of the next term of office.

8.7 General Provisions for University Committees

8.7.1 Representation If the established procedure for selecting members of any governance, personnel, or academic council or committee at the university level does not, in an individual instance provide for an appropriate representation of women and of minority members, the administrative officer responsible for the council or committee's operation shall, with the advice and consent of the members of the council or committee, make such appointments as are necessary to achieve such representation subject only to the availability of eligible women and minorities to serve. Any person appointed under this provision shall have qualifications appropriate for service on the council or committee, shall serve a term of no more than one year, and shall be eligible for an additional term.

8.7.1.1 When the established procedures for the selection of faculty representation on such committees do not provide for an appropriate representation of women and of minority faculty members, such representation shall be achieved only by the appointment of persons holding faculty rank and shall be subject only to the availability of eligible women and minorities to serve.

8.7.1.2 It shall be the responsibility of the executive secretary of the University Council to monitor the membership of university committees to assure compliance with the provisions of this section.

8.7.2 Quorum Requirements A quorum for all committees directly or indirectly related to the University Council shall consist of a majority of the voting members. Exceptions to this rule must be expressly approved by the University Council. (See Section 17.6.2.1 for designation of alternates to standing committees of the university and other university committees.)

8.7.3 Student Representation When a college student advisory committee, or other body, is directed by these bylaws to submit a list of nominees for the appointment of students to a university committee, and fails to do so within one month of the date on which it receives notification of the need for such nominees, then the Student Association may submit a list of nominees for that appointment. Such nominees must be students whose declared major is in the college to be represented or who otherwise are members of the constituency to be represented.

Amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Amendment approved by University Council on 3/25/2009.
Amendment approved by University Council on 1/27/2010.
Editorial update made to reflect current position title per University Council approval of identical Committee Book update 11/02/2011.
Editorial correction made to 17.3.1.1 (D), Residence Hall Council to Residence Hall Association 11/27/2012.
Amendments approved by University Council on 12/04/2013.
Editorial updates made to reflect current position title on 02/04/2014.
Amendment to reflect current position titles approved by University Council on 04/02/2014.
Amendment approved by University Council on 10/07/2015.
Amendment to Article 17.1 approved by University Council on 10/05/2016.

ARTICLE 9: *(formerly Article 18)*
ADMINISTRATIVE COMMITTEES

9.1 Council of Deans

9.1.1 Composition

9.1.1.1 The council of deans shall consist of: the executive vice president and provost, chair; the vice provosts; the deans; the dean of the University Libraries and such additional academic personnel as the executive vice president and provost and deans shall deem appropriate and necessary to the work of the council.

9.1.1.2 The council members are directly responsible to the executive vice president and provost.

9.1.2 Duties

9.1.2.1 To act as an advisory body to the executive vice president and provost concerning all matters relating to university administration as it affects academic matters.

9.1.2.2 To serve as a liaison body between the units of the university that they represent and among constituent parts of their respective units.

9.1.2.3 To initiate policy and to transfer recommendations of academic policy to the president's staff and the University Council.

Then NIU Bylaws, Article 18, amendment approved by University Council on 04/03/19.

ARTICLE 10: *(formerly Article 19)*
ADMINISTRATIVE AND FACULTY APPOINTMENTS

10.1 All administrative appointments are made by the Board of Trustees upon the recommendation of the president.

10.2 Notice of Vacancies Information concerning college- and university-level administrative positions, when newly created or vacated, shall be disseminated to the university community by the person responsible for making the initial recommendation of appointment to fill the position.

10.3 Recruitment, Appointment, and Performance Review of Academic Administrators and Vice Presidents

The usual procedures for recruitment and appointment of academic administrators and vice presidents shall involve a search committee from the appropriate constituencies. Nominations to the search committee shall attempt to include appropriate representation of women and minority groups. The appointing or nominating officer, in consultation with the search committee, shall describe the position to be filled and the qualifications sought in a candidate.

Representatives of the faculty, students, supportive professional staff, operating staff, and the administration, when serving on the search committee, shall participate fully in all aspects of the selection process, including the development of the job description, preparation and dissemination of position announcements, candidate screening and interviewing, and determination of the final list of candidates acceptable for appointment to the position.

10.3.1 The Executive Vice President and Provost The executive vice president and provost shall serve a six-year term, renewable for additional terms of up to four years each.

10.3.1.1 Selection of an Executive Vice President and Provost The selection process for the executive vice president and provost shall be similar to that for department chairs except that:

1. the Faculty Senate or Steering Committee of the Faculty Senate shall have the opportunity to review the selection criteria prior to the advertisement of the position;

2. final candidates shall meet with the Faculty Senate, or if that is not practicable, the Steering Committee of the Faculty Senate;

3. the president of the Faculty Senate shall serve on the search committee and if the president is or will be a candidate for the position the vice president will serve instead; if the vice president also is or will be a candidate for the position, the Faculty Senate will elect a faculty senator who is not a candidate for the position to serve on the search committee;

4. and other members of the search committee shall include:

(A) Eight (8) tenured faculty members (as defined in Section 2.2.1 of the Constitution) to be chosen as follows: i. one tenured faculty members from the College of Law to be selected by the faculty of that college; ii. one tenured faculty member from each of the other degree-granting colleges to be selected by the respective college council; iii. one tenured faculty member of the University Libraries faculty to be selected by the Library Council;

(B) One department chair elected by and from the department chairs of the university;

(C) One dean to be selected by the Council of Deans;

(D) One supportive professional staff member from a student services unit, to be selected by the Student Services Professional Staff Advisory Committee;

(E) One representative of the supportive professional staff from an academic or student services unit to be selected by the Supportive Professional Staff Council;

(F) One representative of the operating staff from an academic or student services unit to be selected by the Operating Staff Council;

(G) Two undergraduate students, each from a different college, to be selected by the president of the Student Association from a list of two undergraduate students submitted by each college Student Advisory Committee;

(H) One law or graduate student selected by the student members of the Graduate Council in conjunction with the president of the Student Bar Association;

(I) The president of the university who shall serve as chair.

10.3.1.2 Review and Reappointment of the Executive Vice President and Provost Prior to the fall semester of the last year of the executive vice president and provost's term of service the president shall confer with the executive vice president and provost to determine whether an additional term is feasible. If the president and the executive vice president and provost agree upon the feasibility of another term, the president shall consult with the deans and the Faculty Senate separately at the beginning of the fall semester to initiate a comprehensive review of the executive vice president and provost's performance, and, subsequently, to

determine whether or not an additional term should be offered to the incumbent. This review and consultation shall be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of the executive vice president and provost's term of service. Should either the deans or the Faculty Senate prefer, the president shall initiate a selection process to secure a new executive vice president and provost. In connection with such a recommendation, the deans shall consult their college faculties or their respective college councils and college senates and inform the president concerning the advice of these bodies.

10.3.2 Deans Deans shall serve six-year terms, renewable for additional terms of up to four years each.

10.3.2.1 Selection

(A) The selection process for deans shall be similar to that for department chairs, except that the search committee shall consist of regular members of the constituent faculty elected in accordance with provisions developed by the appropriate college council or college faculty, constituent undergraduate and graduate students selected by the college student advisory committee in accordance with provisions developed by the appropriate college council or college faculty, and the executive vice president and provost who shall serve as search chair. In making its recommendations to the executive vice president and provost, the search committee shall consult with an advisory committee selected by and from the college senate, and with one selected by and from the council of deans.

(B) For the dean of the Graduate School, and the Dean of the University Libraries, the process would be similar to that for the other deans, except that other appropriate faculty and student bodies would be involved. Prior to filling any such vacancy, or to conducting a comprehensive review of the performance of any such officer, the executive vice president and provost shall propose a search committee structure for that position, listing the constituencies to be represented and the number of representatives from each such constituency, to the Faculty Senate for the Senate's advice and consent.

10.3.2.2 Review and Reappointment

(A) Prior to the end of the spring semester of the penultimate year of a dean’s term of service, the executive vice president and provost shall confer with the dean to determine whether an additional term is feasible. If the executive vice president and provost and the dean agree upon the feasibility of an additional term, the executive vice president and provost shall consult separately with the current college council and college senate, or college faculty in those colleges without a college council and

college senate, prior to the end of that spring semester. To be comprehensive, this review shall include input from the faculty-at-large in that college in a format to be developed by the executive vice president and provost in consultation with the current college council and college senate, or college faculty in those colleges without a college council and college senate. This consultation shall take place prior to the end of that spring semester. This format shall guarantee the confidentiality of the faculty input. This review and consultation must be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of a dean's term of service. Should either the college council or college senate, or college faculty in those colleges without a college council and college senate, prefer, the executive vice president and provost shall initiate a selection process to secure a new dean.

(B) For the dean of the Graduate School, and the Dean of the University Libraries, the process would be similar to that for the other deans, except that the review for each such position would be conducted by a committee comprised and selected in accordance with the provisions set forth in Section 18.3.2.1(B).

10.3.3 Institute, Center and Other Directors with Terms The title of the executive officer of each academic institute, center, or program in the university with a distinct, continuing allocation of general revenue funds shall be director. Directors are appointed for terms of three to six years, renewable for additional terms of up to four years each. The term is to be determined mutually by the chief administrative officer of the directorship's college or other administrative unit and an appropriate committee of faculty participating in the institute, center, or program.

10.3.3.1 Selection The selection of a new director shall involve a search committee composed of faculty and supportive professional staff persons elected by and from those regularly involved in the work of the institute, center, or program, and chaired by the chief administrative officer, or that officer's designee, of the director's college or other administrative unit. The administrative officer may, with the consent of the affected faculty and professional staff, add additional persons to serve as voting or nonvoting members of the committee. Student representation shall be included where appropriate. The committee shall recommend candidates to the administrative officer for the appointment. Candidates shall be interviewed by the executive vice president and provost. They shall also be interviewed by the Vice Provost responsible for graduate studies and research if the directorship involves graduate studies or research, and by the Vice Provost responsible for undergraduate studies if the directorship involves undergraduate studies. The executive vice president and provost and Vice Provosts may, at their option, name a designee to represent them at these interviews.

10.3.3.2 Review and Reappointment Prior to the end of the spring semester of the penultimate year of a director's term of service, the chief administrative officer of the unit or college or other unit to whom the director reports shall confer with the director to determine whether an additional term is feasible. If the chief administrative officer and director agree upon the feasibility of an additional term, the chief administrative officer shall consult separately with the appropriate faculty and supportive professional staff prior to the end of that spring semester to initiate a comprehensive review of the director's performance and, subsequently, to determine whether or not such an additional term should be offered the incumbent. This review shall guarantee the confidentiality of the faculty and supportive professional staff input. This review and consultation must be completed and the resultant decision reported no later than six weeks after the beginning of the fall semester of the last year of the director's term of service. If the participating faculty or supportive professional staff prefer, the chief administrative officer shall initiate a selection process for the purpose of securing a new director.

10.3.4 Department Chairs The title of the executive officer of each academic department in the university which has regular faculty shall be chair. Chairs are appointed for terms of three to six years, renewable for additional terms of up to four years each. The term is to be determined mutually by the dean of the college and the appropriate departmental committee.

10.3.4.1 Selection The selection of a new chair shall be conducted by a departmental search committee elected in accordance with departmental bylaws. The dean of the college, or the dean’s designee, shall chair the committee. The dean may, with consent of the department regular faculty, appoint additional persons to serve as either voting or non-voting members of the committee. Such additional appointees may include department regular faculty, faculty from the department who are not on regular appointment, staff, and students provided, however, that a majority of the voting membership of the committee are department regular faculty. Candidates shall be interviewed by the committee, representatives of the appropriate college senate, the dean of the Graduate School, and the Executive Vice-President and Provost of the University of their designees. After obtaining appropriate input from faculty, staff, students and other parties to the process, the committee shall recommend to the dean only candidates acceptable for appointment. If provided by the department’s bylaws, the committee shall poll the department regular faculty on the acceptability of candidates for the position and shall recommend to the dean only candidates receiving a majority of the votes cast. The dean shall appoint one of the recommended candidates, or not make an appointment if the dean determines that none of the available candidates is acceptable. For the purposes of this section, “department regular faculty” is used as defined in Article 2.2.1 of the Constitution.

10.3.4.2 Review and Reappointment Prior to the end of the spring semester of the penultimate year of a chair's term of service, the dean shall confer with the chair to determine if the chair wishes an additional term. The dean shall consult the department faculty prior to the end of that spring semester to initiate a comprehensive review of the chair's performance and, subsequently, to determine whether or not such an additional term should be offered the incumbent. This review shall guarantee the confidentiality of the faculty input. This review and consultation must be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of a chair's term of service. If the department prefers, the dean shall initiate a selection process for the purpose of securing a new chair.

10.3.5 Selection and Review of Associate and Assistant Officers Associate and assistant vice provosts, associate and assistant deans, associate and assistant chairs, and associate and assistant directors shall serve at the pleasure of the officer appointing them.

10.3.5.1 The selection process for associate and assistant vice provosts, deans, department chairs, and directors shall be similar to that specified for the executive vice president and provost, deans, chairs, or directors, respectively, except that the executive vice president and provost, dean, chair, or director, respectively, shall serve as chair of the search committee. The search committee shall recommend to the executive vice president and provost, dean, chair, or director, respectively, two or more candidates for the appointment.

10.3.5.2 Review and Reappointment The performance of associate and assistant officers shall be reviewed annually, with a comprehensive review conducted for each person at intervals of no more than five years. If the comprehensive review indicates significant dissatisfaction among the faculty and administrative officers with whom the associate or assistant works, the associate or assistant shall be given one more year in the position during which time a search process shall be initiated to select a successor.

An additional comprehensive review shall be conducted for each associate or assistant officer serving under a newly appointed executive vice president and provost, dean, chair, or director if more than 12 months have elapsed since the last comprehensive review of the assistant or associate. This additional review shall be conducted as soon as practicable after the newly appointed official assumes office.

10.3.6 Student Participation in Search and Review Processes If a student advisory body has been established, and is meeting on a regularly scheduled basis, for any office of academic administration covered by section 9.3 of these bylaws, that student advisory body shall be consulted in connection with any search or comprehensive review process undertaken in connection with any administrative officer in that office. That consultation shall be undertaken by the official responsible for recommending the appointment of the officer being recruited or reviewed.

For purposes of this subsection, the Student Association shall be considered the student advisory body to the vice presidents of the university.

10.4 Other Administrative Appointments

10.4.1 Selection Process All positions with line administrative authority in any division of the university shall be filled only after a selection process conducted in full compliance with these bylaws, including a search conducted by a committee containing representation from appropriate constituencies served by the position being filled.

10.4.2 Search Committee Such a committee shall represent among its members the constituencies of the major areas affected by the office to be filled. Unless otherwise described in these bylaws, the structure of the committee to be used for each position being filled shall be stipulated by the president subject to the advice and consent of the University Council, provided the University Council does not waive its right to give advice and consent. The Steering Committee of the University Council shall be empowered to give such advice and consent on behalf of the University Council during the summer months when the University Council is not normally in session.

10.4.3 Review Procedure

10.4.3.1 Unless otherwise stipulated in these bylaws, the performance of each administrative officer shall be comprehensively reviewed at intervals of no more than five years. Each such review shall be conducted by a committee composed of the same representation used in the formation of the search committee which would be established to conduct the selection process to fill that position when it is vacant. A report of the review committee's findings, together with the committee's recommendation regarding the incumbent's continued service in office, shall be forwarded to the administrative officer to whom the person being reviewed normally reports and, if that administrative officer is someone other than the president, to the president.

10.4.3.2 Where no search committee of the type described in section 10.4.2 has been used, a review procedure shall be followed in which the person to be appointed shall be reviewed by the appropriate areas concerned. Whenever possible, existing appropriate bodies of faculty and students shall be employed in the review process. For example, college-level appointments should be reviewed by college-level bodies.

10.4.4 Civil Service Positions Positions with line administrative authority which are covered by the university's civil service shall be recruited and reviewed in accordance with the provisions of the civil service system. Such positions are not subject to the provisions of these bylaws.

10.5 Acting and Other Temporary Administrative Appointments

10.5.1 If it is necessary to fill an administrative office, either because the incumbent is on leave of absence or because the office must be filled on a temporary basis while the search procedures specified in section 10.3 of these bylaws or in other university regulations are being completed, the administrative officer to whom the person to be appointed will report may appoint a temporary, acting replacement. This appointment shall be made only after consultation with the principal faculty committee and other committees routinely involved in advising the administrative office being filled. Questions regarding the appropriate committees for such consultation in any particular instance shall be resolved by the FS/UC Rules, Governance and Elections Committee.

10.5.2 When a vacant administrative office is being filled with a temporary or acting appointment, search procedures to secure a permanent incumbent for the office must be instituted within six months of such an appointment. Temporary or acting appointments made under such circumstances shall be for a term of no more than one year, and may not be renewed unless the subsequent search to fill the position fails to produce a permanent appointee.

10.5.2.1 This section of these bylaws may be waived when the office responsible for making the acting or temporary appointment is itself filled by an administrative officer holding office on an acting or temporary basis. In such instances, this section shall become operative on the date that an administrative officer who has a regular appointment as the incumbent in the appointing office assumes the responsibilities of that office.

10.5.2.2 This section of these bylaws may be waived if approval for such a waiver is obtained by the officer making the acting or temporary appointment from appropriate advisory committee and subsequently from the University Council. Questions about the appropriate advisory committee for any position shall be resolved by the FS/UC Rules, Governance and Elections Committee.

10.6 These regulations do not preclude periodic evaluations by faculty of academic administrators as may be described by department or college bylaws.

10.7 Performance Reviews

10.7.1 The President The president shall be subject to a comprehensive review of that officer's performance in office at the beginning of the sixth year of service in the position, and at the start of each fourth year thereafter. The comprehensive review shall be conducted under the auspices of the University Council and shall provide opportunities for input from all appropriate segments of the university community. The results of that review, together with the University Council's recommendation regarding the president's continued performance in office, shall be forwarded to the Board of Trustees. The University Council may meet in executive session to formulate its conclusions and recommendations regarding the performance of the president.

10.7.2 Vice Presidents

10.7.2.1 The president shall review annually the performance of each vice president.

10.7.2.2 A comprehensive review of the performance in office of each vice president, except for the vice president who simultaneously serves in the office of provost, shall be conducted at the start of the officer's sixth year of service in office and at the start of each fourth year thereafter. The president shall involve representatives of the appropriate campus constituencies and the University Council in the comprehensive review of each vice president, and receive reports and recommendations regarding the affected vice president's continued tenure in office.

10.7.3 Assistants to the President and Associate and Assistant Vice Presidents Assistants to the president and associate and assistant vice presidents shall serve at the pleasure of the officer appointing them. Their performance in office shall be reviewed annually, with a comprehensive review conducted for each such person at intervals of no more than five years. Appropriate constituencies from the university community shall be invited to participate in the comprehensive review process. The results of each such review, together with related recommendations regarding continued performance in office, shall be forwarded to the administrative officer to whom the person being reviewed reports.

An additional comprehensive review shall be conducted for each assistant continuing service under a newly appointed president, vice president, dean, department chair, or director if more than 12 months have elapsed since the last comprehensive review of the assistant.

10.7.4 Guidelines and procedures for the conduct of comprehensive reviews shall be determined in advance by representatives of the appropriate constituencies.

10.8 Representation on Search Committees--All Faculty and Administrative Searches

10.8.1 If the established procedures for selecting members of a university search committee do not, in an individual instance, provide an appropriate representation of women and of minority members, the administrative officer responsible for the conduct of the search, with the advice and consent of the committee, shall make such appointments as are necessary to achieve such representation and subject only to the availability of eligible women and minorities to serve.

10.8.2 When the established procedures for the selection of faculty representation on a search committee formed to recruit a president, vice president, or a dean do not provide for an appropriate representation of women and of minority faculty members, such

representation shall be achieved only by the appointment of persons holding faculty rank and shall be subject only to the availability of eligible women and minorities to serve.

10.8.3 The application of this section shall be monitored by the president for searches for vice presidents and presidential staff officers, by vice presidents for administrative officers within their respective jurisdictions, and by college deans for administrative and faculty positions within their respective colleges.

10.8.4 This provision applies to all searches undertaken to fill faculty or administrative positions within the university.

10.9 Special Exceptions to the Provisions of Article 10

10.9.1 Any necessary exceptions to the requirements stated in this article of the bylaws must be approved by written authorization from the president of the university, and shall be effective only after the university community has been notified of the exception by publication of the president's written authorization. That written authorization shall contain a statement of reasons for the exception.

10.9.2 Cases of dispute regarding the application of this article of these bylaws to individual positions of administrative authority shall be resolved by action of the University Council.

Amendment approved by the University Council 03/09/2005.

ARTICLE 11: *(formerly Article 20)*
THE UNIVERSITY OMBUDSPERSON

11.1 The Ombudsperson
The ombudsperson is a resource person whose services are available to any member of the university community. Duties of the ombudsperson include the following: Assist members of the university community in accomplishing the expeditious settlement of administrative, academic, and individual complaints or grievances; make reports and recommendations to the president concerning complaints or grievances for which no remedy has been found; report annually, in writing, to the University Council regarding the operation of the Office of the Ombudsperson, and provide an oral summary at a University Council meeting in the beginning of the penultimate year of the term.

11.2 Access to Documents
Whenever necessary to the resolution of specific complaints or grievances, the ombudsperson shall have access to all members of the university community and all university records and reports with the exception of medical, psychiatric, and psychological records which will be released only upon presentation of a notarized waiver signed by the individual whose records are requested.

11.3 The Office of the Ombudsperson

11.3.1 Appointment
The president shall appoint a person to fill the position of ombudsperson from among a list of acceptable candidates submitted to the president by the Ombudsperson Search and Review Committee (OSRC).

11.3.2 Term of Office
The ombudsperson shall serve an initial term of six years, beginning on that incumbent's first day of service in office. The ombudsperson shall be eligible for reappointment to successive four-year terms if recommended by the OSRC.

11.3.3 Responsibility
The ombudsperson shall be responsible to the president for the discharge of the duties of the office.

11.3.4 Resources
The Office of the President shall provide the Office of the Ombudsperson with appropriate financial, secretarial, and office resources to fulfill its responsibilities. The ombudsperson shall annually submit a proposed office budget to the Office of the President.

11.4 Selection of an Ombudsperson
The selection of an ombudsperson shall be conducted by the OSRC, which is established by the University Council. A selection will occur when the current ombudsperson does not wish to be considered for another term, when the OSRC fails to pass a

recommendation for another term, when the president decides not to reappoint the current ombudsperson for another term, or when other circumstances result in the position being vacant.

11.4.1 The OSRC will consist of the following:

(A) One undergraduate student appointed by the Student Association;
(B) One graduate student appointed by the Student Association;
(C) Two faculty members appointed by the Faculty Senate;
(D) One supportive professional staff member appointed by the Supportive Professional Staff Council;
(E) One operating staff member appointed by the Operating Staff Council;
(F) A representative of the university administration appointed by the president.

At the time of appointment, each appointee should expect to be available on campus for the full academic year.

11.4.2 Officers

(A) Committee chair – The committee shall select its chair from among the faculty members of the committee.

(B) Secretary – The university administration representative shall serve as secretary of the committee.

11.4.3 Voting Power
All members of the committee, including the chair, shall have the right to participate in all deliberations of the committee and to vote on all questions brought before the committee. All decisions and recommendations receiving a majority vote of the full committee membership will be deemed as passed.

11.4.4 Resources
The Office of the President shall provide the committee with appropriate financial, administrative, and other office resources to fulfill its responsibilities.

11.4.5
The committee shall insure that the constituencies served by the ombudsperson have the opportunity to interview the candidates and provide feedback to the committee regarding the acceptability of the candidates.

11.5 Review and Reappointment of the Ombudsperson

20.5.1 The performance of the ombudsperson shall be reviewed annually by the president.

11.5.2 In the beginning of the penultimate year of the ombudsperson's term, if the ombudsperson wishes to be considered for reappointment, a comprehensive review shall be conducted by the OSRC, which is established by the University Council.

11.5.2.1 OSRC
See Articles 11.4.1-11.4.4.

11.5.2.2 Duties
At the beginning of the penultimate year of the ombudsperson's term of office, the committee shall determine whether the ombudsperson wishes to be considered for an additional term.

When the ombudsperson wishes to be considered for an additional term:

(A) The committee shall conduct a review of the ombudsperson's performance in office, using the operative job description for the office as a guide. The committee shall provide appropriate opportunities for input from members of the university community. Upon conclusion of its review, the committee shall make its recommendation regarding reappointment to the University Council, and such recommendation shall be subject to University Council approval. The University Council-approved recommendation shall then be communicated to the president prior to the end of the penultimate year of the ombudsperson's term.

(B) Simultaneously with the performance review, the committee shall also review the question of the continuing need for the Office of the Ombudsperson. The committee shall give consideration to the recommendations of the Student Association, the Faculty Senate, the Operating Staff Council, and the Supportive Professional Staff Council. Upon conclusion of its review, the committee shall make its recommendation regarding the continuing need for the Office of the Ombudsperson to the University Council, and such recommendation shall be subject to University Council approval. The University Council-approved recommendation shall then be communicated to the president prior to the end of the penultimate year of the ombudsperson's term.

Amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Editorial updates: "Ombudsman" to "Ombudsperson" made 04/20/2012.
Amendment approved by University Council on 05/01/2013.
Amendment approved by University Council on 04/03/2019.

ARTICLE 21:
ELIMINATION OF ACADEMIC PROGRAMS AND REASSIGNMENT OF FACULTY

21.1 Principles Governing Consideration of Program Elimination

Whenever elimination of an academic program is under consideration, every effort shall be made to insure that all discussions and deliberations regarding program elimination are as open and inclusive as possible. In particular, regardless of the specific mechanisms and procedures through which these deliberations occur consistent with established principles of "shared governance," all members of the university community shall be explicitly invited, in as timely a fashion as possible, to make their views known to those charged with making the recommendation regarding retention or elimination of an academic program.

21.2 Principles Governing Reassignment of Tenured Faculty

In the event that an academic program is eliminated:

21.2.1 The university shall make every effort to expedite reassignment of affected faculty to compatible units on the campus.

21.2.2 The Faculty and SPS Personnel Advisor and the Faculty Development Office shall be available to assist in making such reassignments as easy as possible for both individual faculty members and the academic units concerned.

21.2.3 The executive vice president and provost's office shall actively assist deans and chairs to help insure that all such reassignments occur with a minimum of difficulty and disruption.

Amendment approved by University Council on 04/30/2008.

ARTICLE 12: ***(formerly Article 22)***
AMENDMENT OF BYLAWS

Amendment of bylaws shall be accomplished as follows:

12.1 Written notice of a proposed amendment may be presented at any regular meeting of the University Council, but no action shall be taken on a proposed amendment until at least the next regular meeting of the University Council. The waiting period may be waived by a vote of three-fourths of the members voting.

12.2 A vote on an amendment to the bylaws requires the presence of 60 percent plus one of the total voting membership of University Council. To become effective, an amendment must be approved by the greater of: a) a majority of the total voting membership of University Council; or b) two-thirds of the voting members in attendance.

Then NIU Bylaws, Article 22.2, amendment approved by University Council 03/02/2016.

FACULTY SENATE BYLAWS
NORTHERN ILLINOIS UNIVERSITY
SEPTEMBER 2019

PREAMBLE

It is essential to the character and mission of a mature university that the faculty have the primary authority and responsibility to develop, sustain, and enhance the intellectual quality and reputation of the institution and to maintain its academic integrity. In accordance with this principle, the Northern Illinois University Constitution provides for university governance as a shared process with faculty predominance in all policy decisions relating to the university curriculum, to student admissions and academic standards, and to the faculty personnel process, with active faculty participation in many other areas of university policy and operations. The Northern Illinois Faculty Senate is established, together with its related councils and committees, with the responsibility to establish, direct, and oversee educational policy. In addition, to ensure effective faculty involvement in university governance, Article 7.3 of the University Constitution ~~and Article 14 of the University Bylaws~~ establishes a Faculty Senate as the representative body of the faculty. The purposes of the Faculty Senate are:

1. To make policy decisions relating to the faculty personnel system, to the university curriculum, and to policy decisions concerning admissions and academic standards.

~~1~~2. To promote a climate of academic freedom for the university community;

~~2~~3. To advance the instructional mission of the university by maintaining an optimal learning environment throughout the university;

~~3~~4. To encourage research and artistry and the appreciation of the intellectual values of the arts, the humanities, the sciences, and the professions;

~~4~~5. To serve as the legitimate representative of faculty concerns vis-a-vis the university administration;

~~5~~6. To define and establish standards and procedures of accountability concerning professional faculty ethics and responsibilities, and to promote adherence to those standards and procedures; and

~~6~~7. To encourage an informed, continuing, and academically responsible participation in those faculty governance roles defined in the University Constitution and Bylaws.

ARTICLE 1:
MEMBERSHIP OF THE FACULTY SENATE

1.1 Voting Members

1.1.1 Definition of Voting Members

The Faculty Senate shall consist of faculty members, as defined in Article 2, Sections 2.2.1 and 2.2.2 of the University Constitution. ~~and Article 14, Section 14.2.2 of the University Bylaws.~~

1.1.2 Election of Voting Members

Voting members of the Faculty Senate shall be elected in the following manner:

(A) All elected faculty members of the University Council, as defined in Section 1.3 of the University Bylaws, shall be voting members of the Faculty Senate. Alternates for these elected members shall be selected from the member's college. Alternates may attend and participate as voting members in the event the elected member cannot attend.

(B) One member of the Faculty Senate shall be elected by and from the faculty, as defined in Article 1.1.1 of the Faculty Senate Bylaws, of each academic department or school in the degree-granting colleges of the university, with two elected from each department or school of over 50 faculty members, and one faculty member each from the College of Law and the University Libraries. Members of the University Council may not serve as the elected Faulty Senate representative of an academic department. Alternates for elected members of the Faculty Senate shall be selected from the member's department. Alternates may attend and participate as voting members in the event the elected member is unable to attend. Non-tenure track instructors and/or clinical faculty may be elected at the discretion of Departments/units.

(C) When the Faculty Senate does not contain at least one elected faculty representative who is a member of a minority racial group the elected faculty members of the Faculty Senate shall meet and elect such a representative~~, as provided in Article 14, Section 14.2.2.3, of the University Bylaws~~. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative of the Faculty Senate. ~~Such election shall observe the provisions of Article 14, Section 14.2.2.3 of the University Bylaws.~~ Prior to conducting such an election, the elected faculty representatives on Faculty Senate shall seek nominations from the college faculties and shall elect one of the persons thus nominated. The position thus filled shall be in addition to the number of seats otherwise apportioned. The faculty representative so elected shall serve a term of three years.

(D) Ten students appointed by the Student Association will have voting membership on the Faculty Senate. Seven students will be undergraduates and three students will be graduate students. Students will serve one year terms..

1.1.3 The terms of office for all voting members of the Faculty Senate shall begin July 1 of each year.

1.2 Nonvoting Members

1.2.1 Any faculty member of the University Advisory Committee (UAC) to the Board of Trustees who is not a voting member of the Faculty Senate shall be an ex officio nonvoting member.

1.2.2 If not otherwise a member of the Faculty Senate the faculty representative to the Illinois Board of Higher Education Faculty Advisory Committee shall be an ex officio nonvoting member.

1.2.3 If they are not otherwise voting members of the Faculty Senate, the faculty serving as assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council, shall sit as ex officio nonvoting members of the Senate during their terms of office.

1.2.4 If not otherwise a voting member of the Faculty Senate, the Faculty Athletics Representative shall be an ex-officio nonvoting member.

1.2.5 The two Supportive Professional Staff members of the University Council shall serve as ex officio nonvoting members.

1.2.6 The two Operating Staff Council members of the University Council shall serve as ex officio nonvoting members.

FS Bylaws, Article 1 amendment approved by Faculty Senate 11/19/2008.
FS Bylaws, Article 1.1.1(B) amendment approved in order to comply with amendment to NIU Bylaws 14.2.2.1 approved by University Council 05/02/2012.

ARTICLE 2:
OFFICERS OF THE FACULTY SENATE

2.1 The executive secretary of the University Council shall also serve as president of the Faculty Senate. The executive secretary is nominated by the Faculty Senate from the elected faculty members of the University Council and is elected by the University Council.

> **2.1.1** The initial selection of candidates for the office of executive secretary of the University Council shall take place at the third spring semester meeting of the Faculty Senate. Any faculty senator may suggest or second the suggestion of a candidate. To be qualified to serve, the candidate must be an elected faculty member of the University Council for the current year and for the ensuing year.
>
> **2.1.2** Suggested candidates for the office of executive secretary shall submit a letter of intent to be included with the agenda for the fourth (last) spring semester regularly scheduled meeting of the Faculty Senate.
>
> **2.1.3** An election of the final candidate for nomination shall be conducted by secret ballot at the last regularly scheduled meeting of the normal academic year of the Faculty Senate. All faculty senators present may cast a ballot for the candidate. If there are more than two suggested candidates, the final nominee must receive a majority of the votes cast. If no candidate receives a majority, subsequent ballots will be taken removing the candidate receiving the fewest votes until a candidate is selected.

2.2 The Faculty Senate shall elect from its voting members a vice president. The president of the Faculty Senate shall appoint a parliamentarian with the advice and consent of the Senate. The parliamentarian shall be a member of the faculty but need not be a voting member of the Faculty Senate.

2.3 The election of the vice president, and the consent of the parliamentarian appointment, shall take place at the first Faculty Senate meeting of the academic year.

2.4 The term of office for the president shall begin July 1 and shall be for one year. The term of office for the vice president and parliamentarian shall begin August 16 and shall be for one year. The vice president and parliamentarian may serve successive terms.

FS Bylaws, Article 2 amendment approved by Faculty Senate 01/27/2016.
FS Bylaws, Articles 2.3 and 2.4 amendment approved by Faculty Senate 04/26/2017.
FS Bylaws, Articles 2.1.1 and 2.1.1 amendment approved by Faculty Senate 04/25/2018.

ARTICLE 3:
STANDING COMMITTEES OF THE FACULTY SENATE

3.1 Steering Committee

3.1.1 Composition

The Steering Committee shall be chaired by the president and shall consist of the following:

The chairs of the Senate standing committees;

The president and vice president;

Additional members as appointed by the president with the advice and consent of the Senate to assure that each degree-granting college and the University Libraries are appropriately represented.

3.1.2 Duties

3.1.2.1 The Steering Committee shall advise the president between meetings of the Senate.

3.1.2.2 The committee shall prepare the agenda for distribution to Senate members prior to meetings of the Senate.

3.1.2.3 In addition, the committee shall perform other duties as are assigned to it.

3.2 Faculty Rights and Responsibilities Committee

3.2.1 Composition

The membership of the committee shall be appointed by the president of the Faculty Senate and approved by the Faculty Senate. One faculty senator will be appointed to the committee to represent each of the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts. A faculty senator representing University Libraries and a faculty senator representing the College of Law may be appointed upon their expression of interest in service on the committee. Other faculty senators may be appointed to the committee to a maximum of twelve (12) members.

3.2.2 Duties

The committee shall advise the Senate on matters and issues concerning:

Representation of the faculty in the governance of the university;

Compensation and benefits for faculty not covered by the Collective Bargaining Agreement.

Faculty participation in the development of university policies, procedures, and practices which advance the academic mission of the university and a learning environment throughout the university;

Collective and individual faculty prerogatives in university policies and procedures;

Standards and procedures of accountability concerning faculty ethics and responsibilities and adherence to those standards and responsibilities;

The climate of academic freedom for the university community and policies, procedures, and practices of the university as they affect academic freedom;

Specific academic freedom issues which warrant Senate attention;

The administration and effectiveness of the faculty grievance processes.

3.3 Academic Affairs Committee

3.3.1 Composition

The membership of the committee shall be appointed by the president of the Faculty Senate and approved by the Faculty Senate. One faculty senator will be appointed to the committee to represent each of the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts. A faculty senator representing University Libraries and a faculty senator representing the College of Law may be appointed upon their expression of interest in service on the committee. One student member of Faculty Senate will be appointed. Other faculty senators may be appointed to the committee to a maximum of twelve (12) members.

3.3.2 Duties

~~The committee shall advise the Senate concerning:~~

- ~~Problems and issues with respect to the academic mission of the university;~~
- ~~New and revised academic programs;~~
- ~~Problems and concerns regarding the academic program review process;~~

- ~~University academic priorities.~~

~~The committee shall advise and be kept informed by the provost on all matters and issues relating to summer session.~~

3.3.2.1 Advise the Faculty Senate on any question referred to by the Faculty Senate and involving the academic activities of the university.

3.3.2.2 Recommend to the Faculty Senate responses to substantive policy changes from the academic councils in Article 4 (Academic Planning Council, Graduate Council and Baccalaureate Council).

3.3.2.3 Recommend to the relevant academic councils, issues of concern to the Faculty Senate that are within the purview of those academic councils.

3.4 Faculty Senate Personnel Committee

3.4.1 Composition All voting members of the Faculty Senate Personnel Committee shall be tenured members of the faculty. The committee shall consist of members chosen as follows:

3.4.1.1 Seven members of the Faculty Senate: one each from the faculty elected to represent the colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Visual and Performing Arts, and two from among the faculty elected to represent the College of Liberal Arts and Sciences.

These members shall be appointed by the Faculty Senate prior to the selection of other members of the committee and shall serve staggered two-year terms during their membership on the Faculty Senate.

3.4.1.2 One member from each of the following college councils chosen by members of that college council: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts; such members shall not be chosen from the same academic departments as the members selected for the committee from these colleges by the Faculty Senate.

3.4.1.3 One member each from the faculty of the College of Law and the University Libraries chosen by that faculty.

3.4.1.4 The vice provost for graduate studies and research who shall serve ex officio, but who shall not vote;

3.4.1.5 The executive vice president and provost who shall serve ex officio as chair, but who shall not vote.

3.4.2 Duties – Except as covered by the Faculty Union Collective Bargaining Agreement, the Faculty Senate Personnel Committee will:

3.4.2.1 Provide the colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions.

3.4.2.2 Review and formulate recommendations regarding all proposed changes in university policy pertaining to tenure, promotion in rank, leaves-without-pay, and for sabbatical leaves for academic personnel. All such recommendations shall be reported to the Faculty Senate.

3.4.2.3 Insure that the personnel policies and procedures of the individual colleges and of the university libraries are up-to-date, in compliance with university policies, adequate to the demands and expectations placed upon them, and properly enforced and implemented in all situations.

3.4.2.6 Formulate recommendations regarding sabbatical leave applications in accordance with the provisions of Article 8 of these bylaws.

3.4.2.7 Review and forward its recommendation to the president on each case involving promotion, tenure, or sabbatical leave in which the executive vice president and provost disagrees with a unanimous recommendation made by the college and department concerned.

3.4.2.8 Serve as an appeals board to hear and forward recommendations to the executive vice president and provost on individual cases involving:

A. Allegations of procedural violations at the college level;
B. Disagreements on a personnel decision/recommendation between a college and a department;
C. Disagreements on a personnel decision/recommendation between a dean and a college council or college personnel committee;
D. Concerns of the executive vice president and provost about a possible violation of personnel procedures or standards which was not resolved at the college level.

The definition of this review authority is further specified in section 11.3.4 of these bylaws.

3.4.2.9 Perform such other functions as may be assigned to it by these bylaws.

3.5 Faculty Senate-University Council Rules, Governance and Elections Committee

The president of the Faculty Senate shall appoint, with the advice and consent of the senate, those members of the Faculty Senate who shall represent the senate on the Faculty Senate-University Council Committee on Rules, Governance and Elections. One member of the Faculty Senate representatives to that committee shall serve as liaison-spokesperson at meetings of the Faculty Senate and the Steering Committee of the Faculty Senate. Reports from the delegation shall be given, in the order of business, during the presentation of reports from standing committees. The Faculty Senate representatives are responsible for running all pertinent elections affecting the Faculty Senate.

3.6 Faculty Senate-University Council Resources, Space and Budget Committee

The president of the Faculty Senate shall appoint, with the advice and consent of the Senate, those members of the Faculty Senate who shall represent the Senate on the Faculty Senate-University Council Resources, Space and Budget Committee. One member of the Faculty Senate representatives to that committee shall serve as liaison-spokesperson at meetings of the Faculty Senate and the Steering Committee of the Faculty Senate. Reports from the delegation shall be given, in the order of business, during the presentation of reports from standing committees.

3.7 Other Committees

The Faculty Senate may establish whatever standing committees and special committees which it considers appropriate. The creation of additional standing committees shall be accomplished through amendments to these Bylaws. Special committees may be established by action of the Senate and do not require bylaw amendments.

FS Bylaws, Article 3.5 amendment, and deletion of Article 3.7 (Elections & Legislative Oversight Committee) approved by Faculty Senate 09/02/2015.
FS Bylaws, Article 3.1 amendment approved by Faculty Senate 09/30/2015.

ARTICLE 4:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

4.1 Principles Governing Curriculum Development

4.1.1 Responsibility for the university's curriculum is vested in its faculty. As the university's body of learned scholars, the faculty shall have primary, determinative influence over matters of curriculum policy.

4.1.2 All councils, boards, or committees dealing principally with curriculum matters shall consist primarily of faculty members. Final decisions regarding curriculum, wherever made in the university, shall be made by a committee on which at least a majority of the voting seats are held by faculty.

4.1.3 Consistent with the maintenance of university and college curriculum standards, policies with respect to particular components of the curriculum shall be made by those faculty associated with the academic units responsible for the delivery of those components.

4.1.4 It is the responsibility of university-level curriculum bodies to define university-wide criteria and guidelines governing degrees offered at each academic level. It is the responsibility of the colleges and their departments to define and develop their individual degree programs within those criteria and guidelines.

4.1.5 Final decisions on matters of curriculum shall be made by the curriculum council or committee in whose jurisdiction the decision appropriately falls. All curriculum decisions involving course content, description, titles, and numbers shall be considered and resolved at the department, and college level. Curriculum decisions involving general education, course duplication or overlap between colleges, cross-college concerns, or university standards shall be resolved at the university level. Curriculum decisions requiring notification or action of the Board of Trustees or of the Board of Higher Education shall be finalized by appropriate action at the university level prior to submission to the board.

4.2 Development of the Instructional Program

4.2.1 Final campus responsibility for the development of the university's instructional program shall reside in the university faculty. To enable the faculty to discharge that responsibility, and to assure appropriate input from students and administrative officers, the following structure is established to make instructional program decisions. It shall be the responsibility of the Faculty Senate to see that this structure operates effectively and to assure coordination among its component parts. Nothing set forth in this bylaw should be interpreted as giving the Faculty Senate final authority to review and revise the decisions appropriately made by the academic councils and committees established by these bylaws.

4.2.2 University Structure for Instructional Program Policy

4.2.2.1 The Faculty Senate shall discharge its responsibilities for scholarly programs through three academic councils: the Academic Planning Council, the Baccalaureate Council, and the Graduate Council. All other university-level councils, boards, and committees responsible primarily for curriculum-related decisions shall work under the jurisdiction of one of these three councils.

4.2.2.2 When any two or more of the university academic councils share concurrent curricular jurisdiction, it shall be the responsibility of the Faculty Senate to ~~insure~~ ensure that mutually satisfactory procedures for considering and approving curricular proposals falling within the shared jurisdiction are developed by the affected councils.

4.2.2.3 Faculty membership on the university academic councils shall be based on a combination of representation of colleges, representation based on the proportionate number of faculty within each college, and representation of degree programs. The faculty to be represented shall be those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, including department chairs but excluding members of the president's staff and the executive vice president and provost's staff, deans, members of the deans' staffs, and members of the supportive professional staff. Regular faculty members are those whose contracts do not carry the designation "temporary" or “adjunct.”

4.2.2.4 The ratios for representation on the academic councils shall be reviewed in September by the Faculty Senate-University Council Rules, Governance and Elections Committee in those years which are multiples of three, and the distribution of membership shall be adjusted if need be.

4.2.2.5 No department shall have more than one faculty representative on any one academic council at any one time, except that, for the Graduate Council, the dean of the Graduate School may appoint a second representative from an academic department in apportioning the three additional seats if, in the dean's judgment, an additional representative is merited from a college in which each academic department is already represented on the council.

4.2.3 College Curriculum Structure

4.2.3.1 Each college shall discharge its curriculum responsibilities through its college curriculum committee.

4.2.3.2 Colleges with departments shall provide for the participation of those units in the development of the curriculum components for which they are responsible.

4.3 Academic Planning Council

4.3.1 Composition

4.3.1.1 Faculty Representation

(A) Fourteen faculty representatives shall be chosen as follows: two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; one from the College of Law; three from the College of Liberal Arts and Sciences (one each from the areas of the humanities, the social sciences, and the other sciences).

(B) Faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester. If no elected faculty representative is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as ex officio, nonvoting member. No department shall have more than one faculty representative at any one time.

4.3.1.2 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the council. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such term shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

4.3.1.3 Administration Representation

(A) The executive vice president and provost who shall serve ex officio.

(B) The following, or their designees, shall serve ex officio, without vote:

- vice provost for undergraduate academic affairs;
- vice president for research and innovation partnerships;
- vice provost for institutional effectiveness;
- vice provost for resource planning;
- dean of the University Libraries;
- dean of the Graduate School;
- director of the office of Institutional Research;

- director of accreditation, assessment and evaluation;
- director of decision support and analysis.

(C) Others who may be directly involved in issues concerning academic programs may assist the committee as resource personnel.

4.3.2 Chair

4.3.2.1 The executive vice president and provost shall serve as the chair of the council and shall vote when necessary to break a tie vote.

4.3.2.2 The faculty representatives on the council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.3.3 Duties -- Working with the college curriculum committees, the Baccalaureate Council, and the Graduate Council, and reporting to the Faculty Senate, the council shall:

4.3.3.1 Prepare and periodically update the academic mission statement for Northern Illinois University.

4.3.3.2 Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.

4.3.3.3 Develop and implement procedures for the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.

4.3.3.4 Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.

4.3.3.5 Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.

4.3.4 Academic Planning Council minutes and reports are to be distributed to all Faculty Senate members and deposited in the university archives.

4.3.5 All substantive policy recommendations are subject to Faculty Senate approval.

4.4 The Graduate Council

4.4.1 Composition

4.4.1.1 Faculty Representation

(A) One seat shall be apportioned to each graduate degree-granting college.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of eight additional seats in accordance with the ratio between the number of regular full-time members and associate members of the graduate faculty in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all colleges, this being the number reported by the Office of the Executive Vice President and Provost on January first of each year.

2. Determine an allocation of eight additional seats in accordance with the ratio between the number of graduate academic degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; options and specializations within degree programs shall not be considered as separate degree programs.

3. Each college shall receive the maximum number of seats on the Graduate Council to which it would be entitled under either formula (1) or formula (2) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above eight if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members shall be elected by and from the university faculty who are eligible to elect, or be elected as, members of the Faculty Senate, who are tenured, and who are also members of the graduate faculties of the college each represents, for three-year staggered terms to begin at the start of the fall semester.

(D) Three additional faculty representatives shall be appointed by the dean of the Graduate School. These positions shall be apportioned to ~~insure~~ ensure adequate representation of those graduate degree programs producing the largest number of graduates and those programs offering

doctoral degrees. Appointed faculty representatives shall also serve three-year, staggered terms.

(E) If, in a given year, no voting member of the Faculty Senate has been elected or appointed to the Graduate Council under the provisions of sections 4.4.1.1 (C) and (D) of these bylaws, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

(F) There shall also be one representative of the College of Law who shall be entitled to vote only on matters pertaining to the College of Law, and who shall be elected by and from the faculty of that college to serve a three-year term.

4.4.1.2 Student Representation There shall be one graduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting graduate degrees shall nominate one graduate student from its department to the college student advisory committee which shall select the college representative.

4.4.1.3 Administration Representation

(A) The dean of the Graduate School shall serve ex officio as a member of the Graduate Council.

(B) A representative of the University Libraries, appointed by the dean of the University Libraries, shall serve ex officio on the council, but shall vote only on matters pertaining to the libraries.

4.4.2 Chair

4.4.2.1 The dean of the Graduate School shall serve as the chair of the Graduate Council and shall vote when necessary to break a tie vote.

4.4.2.2 The faculty representatives on the Graduate Council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.4.2.3 The Graduate Council chair shall be responsible for transmitting to the chair of the Baccalaureate Council, the Office of Registration and Records, and

the editor of the university catalogs curricular proposals approved by the Graduate Council for recording and publication.

4.4.3 Duties

4.4.3.1 Establish general policies for graduate study, including policies applicable to students-at-large.

4.4.3.2 Establish standards for admission, retention, and awarding graduate degrees by the Graduate School.

4.4.3.3 Promote scholarship, research, and artistic activities among faculty and graduate students, and create an environment on campus which is conducive to the pursuit of research and graduate studies.

4.4.3.4 Promote excellence in teaching among graduate faculty and encourage, where appropriate, the development of excellence in teaching among graduate students.

4.4.3.5 Promote, where appropriate, the integration of professional practice, teaching, and scholarly activity.

4.4.3.6 Approve graduate curricular proposals, including changes in graduate curriculum, submitted by departments and colleges; and approve and recommend all new graduate programs.

4.4.3.7 Subject to approval by referendum of the graduate faculty, the Graduate Council shall determine criteria for recommendations by departments and other instructional units of the university for appointments to the graduate faculty.

4.4.3.8 Request the college curriculum committees to report their decisions involving a duplication of courses for graduate credit to the chair of the council and to the executive vice president and provost.

4.4.4 Minutes and reports of the Graduate Council shall be deposited in the university archives and distributed in a timely fashion to all Faculty Senate members, and to such others as deemed appropriate by the Graduate Council.

4.4.5 Substantive changes in policies under the jurisdiction of the Graduate Council must be reported to the Faculty Senate. If it disapproves, the Faculty Senate shall report its disapproval, together with a written statement of its rationale, to the Graduate Council. The Graduate Council shall reconsider policy changes in question and either:

(i) agree with the Faculty Senate and rescind its prior action;

(ii) modify the policy change and notify the Faculty Senate of its action; or

(iii) reaffirm its policy decision. If the council reaffirms its policy position, it shall report that action to the Faculty Senate, together with a written statement of its rationale. The policy proposal shall take effect unless disapproved by a two-thirds vote of the total membership of the Faculty Senate. The Faculty Senate shall have no authority to alter, amend, or otherwise modify a policy decision of the Graduate Council. Policy changes reported by the Graduate Council to the Faculty Senate shall be considered approved by the Faculty Senate unless the Faculty Senate takes action to disapprove the proposed policy within six consecutive weeks of fall or spring semester classes after receipt of the proposal from the Graduate Council.

4.5 Baccalaureate Council

4.5.1 Composition

4.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number based on the most current data available from Office of the Executive Vice President and Provost.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1),

formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The University Libraries faculty representative to the BC shall be elected by the faculty of the University Libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms. Non-tenure track instructors and/or clinical faculty may be elected at the discretion of Departments/units.

(D) If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

4.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

(B) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

4.5.1.3 Administration Representation

(A) The vice provost responsible for undergraduate education shall serve ex officio as a member of the council.

(B) One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall be a voting member.

(C) The following, or their designees, shall serve ex officio, nonvoting: associate vice president for Student Affairs; director of Admissions;

Transfer Center coordinator; a representative of Educational Services and Programs appointed by the vice provost; a representative from the University Committee on Initial Educator Licensure (UCIEL).

4.5.2 Chair

4.5.2.1 The vice provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

4.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.5.2.3 The Baccalaureate Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the Office of Registration and Records, and the editor of university catalogs for recording and publication.

4.5.3 Duties

4.5.3.1 To establish general policies for undergraduate studies and baccalaureate programs, including university requirements for undergraduate programs of study.

4.5.3.2 To review proposed new undergraduate programs of study.

4.5.3.3 In accordance with the policies defined by the Illinois Board of Higher Education, the Board of Trustees, and the Faculty Senate, to determine undergraduate policies, regulations, and standards dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation;
- Academic dismissal;
- Readmission;
- Reinstatement;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs;
- Undergraduate curricular policy;
- Student progress toward graduation.

4.5.3.4 To review college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs.

4.5.3.5 To review and approve decisions from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. Curriculum decisions involving course content, description, title and number shall only require Baccalaureate Council action or comment if they involve course duplication or overlap between colleges, cross-college concerns or university standards.

4.5.3.6 To coordinate the intercollegiate aspects of undergraduate education and encourage cooperation among units and colleges. This includes reviewing and resolving issues concerning course duplication or overlap between colleges, cross-college curricular concerns, or conflicts with university standards.

4.5.3.7 To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges such as UNIV and curricular offerings from the Division of International Programs and the Center for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), and review of these units' overall curricular offerings.

4.5.3.8 To receive reports from the its subcommittees regarding their work.

4.5.4 Minutes and reports of the Baccalaureate Council shall be deposited in the university archives and distributed in a timely fashion to the president of the Faculty Senate, to the executive vice president and provost, to deans of the undergraduate degree-granting colleges and the dean of the University Libraries, and to such others as deemed appropriate by the council.

4.5.5 Substantive changes in policies under the jurisdiction of the Baccalaureate-Council are subject to review and potential disapproval by the Faculty Senate. The Baccalaureate Council shall report to the Faculty Senate changes that the Baccalaureate Council considers to be substantive. The Faculty Senate may also determine that it considers an issue to be substantive and subject to Faculty Senate review. To do so, at its next regularly scheduled meeting after receipt of such a report, the Faculty Senate will have the opportunity to indicate (by a majority vote of those present and voting) an intention to review an action of the Baccalaureate Council that was not referred to it. Whether an item is referred to Faculty Senate or is voted by Faculty Senate as substantive, Faculty Senate shall act on the proposal within the next two subsequent meetings. If the Faculty Senate does not, on the timetable indicated, indicate its intention to review an action and then vote on that action, then the action of the Baccalaureate Council will be deemed to be approved.

4.6 Standing Committees of the Baccalaureate Council

4.6.1 General

4.6.1.1 The Baccalaureate Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Section 4.6, plus other standing committees that the Baccalaureate Council, subject to the approval of the Faculty Senate, shall establish.

4.6.1.2 Faculty and student representatives on the Baccalaureate Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Baccalaureate Council be unable to serve on a particular standing committee, the Baccalaureate Council shall be empowered to select a faculty member or members to serve on that standing committee.

4.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

4.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

4.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Baccalaureate Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

4.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Baccalaureate Council for further action.

4.6.1.7 Minutes and reports from the standing committees are to be distributed to all Faculty Senate members and copies are to be deposited in the university archives.

4.6.2 General Education Committee

4.6.2.1 Composition

(A) Faculty Representation

1. Three faculty representatives from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.

4. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. No more than one student shall be appointed from any college.

(C) Administrative Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex-officio without a vote.

2. The following shall serve ex-officio without a vote: the vice provost responsible for undergraduate education; the associate vice provost for academic affairs; and associate vice provost for academic assessment

4.6.2.2 Duties

(A) To monitor and evaluate the university general education program.

(B) To recommend policies and procedures to manage both the general education program as a whole, and individual components of that program.

(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.

(D) To approve the addition or removal of courses from the general education curriculum.

(E) To oversee the improvement, including the design, of the general education program and of individual components of that program.

(F) To report its work to the Baccalaureate Council.

4.6.3 Honors Committee

4.6.3.1 Composition

(A) Faculty Representation

1. One faculty representative from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

4. One faculty representative shall be appointed by the faculty of the University Libraries.

5. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Baccalaureate Council.

(C) Administration Representation. The vice provost for undergraduate education and the director for University Honors shall be ex officio, nonvoting members.

4.6.3.2 Duties

(A) To advise the director for University Honors on the administration of the program.

(B) To monitor and evaluate the University Honors Program, and to make recommendations for its improvement.

(C) To evaluate individual components of the Honors Program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the director for University Honors.

(E) To advise the director for University Honors on extracurricular components of the program.

(F) To report its work to the Baccalaureate Council.

4.6.4 Committee for the Improvement of the Undergraduate Academic Experience

4.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

2. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

3. One faculty representative shall be appointed by the faculty of the University Libraries.

(B) Student Representation

1. Seven students shall be selected so that there are two undergraduate student members from within the College of Liberal Arts and sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex-officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

(C) Alumni Representation. A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member of the committee.

(D) Administrative Representation. The following shall be ex officio, nonvoting members of the committee:

1. Vice provost responsible for undergraduate education or designee;

2. Director of one of the special academic units focusing on minority student concerns; (The executive vice president and provost shall annually, by September, designate the director who is to serve on the committee during the academic year.)

3. Associate vice president for student affairs or designee;

4. A representative from Housing and Dining appointed by the executive director;

5. Director of University Honors.

(E) Chair. The chair shall be elected by the voting members of the Committee for the Improvement of the Undergraduate Academic Experience.

4.6.4.2 Duties

(A) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend to the Baccalaureate Council policies and programs to strengthen that environment.

(B) To act as an advisory board for the First- and Second-Year Experiences.

(C) To establish policies and procedures and select the recipients for the annual awards recognizing innovative teaching practices and outstanding undergraduate educators at NIU.

(D) To monitor and evaluate undergraduate mentoring programs as well as initiatives involving NIU alumni and students and recommend appropriate changes as necessary.

(E) To report its activities and recommendations related to purpose and duties to the Baccalaureate Council.

4.7 Committee on Initial Educator Licensure

4.7.1 Composition

4.7.1.1 Faculty Representation There shall be one representative from each initial licensure program. Cross-listed or administratively combined programs shall be allocated one voting member for their combined programs. Representation may be granted, at the discretion of the committee, to departments that provide service courses for initial educator licensure programs or have administrative responsibility for special endorsement areas. Each licensing college shall have the responsibility and authority to determine who may serve as program representatives. Each of these representatives shall be elected annually by the faculty of the department having administrative responsibility for the program being represented and shall serve until replaced.

4.7.1.2 Clinical Placement Representation There shall be one clinical placement representative from each licensing college and each representative shall have one vote.

4.7.1.3 Student Representation There shall be one student representative. The student representative shall have one vote. The student representative must be admitted to, and enrolled in, an approved initial educator licensure program. The committee shall determine the method of selection of the student representative, who shall serve a term of one year beginning August 16 or as soon as approved thereafter.

4.7.1.4 Administrative Representation The following, or their designees, shall be ex officio nonvoting members of the committee: The vice provost responsible for undergraduate education, the dean of each college housing an initial educator licensure program, the dean of the Graduate School, the director of the Office of Registration and Records, the Transfer Center coordinator, the catalog editor and curriculum coordinator, the associate vice provost for educator licensure, the university licensure officer, the associate director for educator licensure, the associate director for the edTPA, and the associate director for professional development schools. Each administrative representative shall serve as long as he or she holds his or her office.

4.7.2 Chair and Other Officers Each spring the committee shall elect a faculty representative to serve as chair-elect commencing with the start of the following academic year.

The chair elect shall serve one year in that capacity, then serve as chair for one year, and then be designated as past chair for one year. The chair shall serve as presiding officer of the committee. In the absence of the chair, the chair-elect shall serve as chair. In the absence of both the chair and the chair-elect, the past chair shall serve as chair.

The committee shall elect other officers, and establish committees, as it deems necessary for its operation.

4.7.3 Duties Each faculty representative, or his/her designee, shall serve as the official program contact person for the educator licensure program represented.

Responsibilities of the committee include reviewing all curriculum relevant to educator licensure, developing policy and procedural proposals specific to initial educator licensure and reviewing and advising on preparation of reports for relevant external accreditation.

Minutes and reports of the committee will be distributed in a timely manner to members of the committee and to the Faculty Senate. Substantive changes in policies under the jurisdiction of the committee must be reported to the Faculty Senate.

4.8 University Assessment Panel

4.8.1 Composition The University Assessment Panel shall consist of the following members:

4.8.1.1 Chair The vice provost for institutional effectiveness who shall serve as the chair of the University Assessment Panel; ex officio, nonvoting.

4.8.1.2 Tenured and Tenure-Track Faculty Representation Tenured and tenure-track faculty members from each of the colleges, as follows:

(A) Fourteen tenured and tenure-track faculty representatives shall be chosen as follows: One from the College of Law; two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; and three from the College of Liberal Arts and Sciences (one each from the areas of humanities, the social sciences, and the natural sciences);

(B) Tenured and tenure-track faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester.

4.8.1.3 Staff Representation

(A) One staff member from the student affairs units, appointed by the chief Student Affairs officer;

(B) One staff member from academic support units, appointed by the vice provost for undergraduate academic affairs.

4.8.1.4 Libraries Representation

(A) One staff or tenured or tenure-track faculty member from the University Libraries.

4.8.1.5 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the panel. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such terms shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

4.8.1.5 Administration Representation

(A) One associate or assistant dean responsible for curriculum assessment, appointed by those persons; they shall serve a two-year term beginning in the fall semester;

(B) Director, Accreditation, Assessment, and Evaluation, ex officio, nonvoting, serving as an assistant chair;

(C) Associate vice provost for curriculum, ex officio, nonvoting;

(D) Associate director, Educator Licensure and Preparation, ex officio, nonvoting.

4.8.2 Duties The duties of the University Assessment Panel shall be:

4.8.2.1 To review the university mission statement, other statements of university objectives, and state-level policies as a context for assessment;

4.8.2.2 To serve in an advisory capacity to review and provide input on activities pertaining to regional accreditation, and to support the university with preparation of assurance arguments and other initiatives conducted to fulfill accreditation mandates;

4.8.2.3 To provide advice on performance measures and benchmarks to be used externally for state approval and internally for program review processes;

4.8.2.4 To review and approve assessment plans for new programs prior to submission for IBHE review;

4.8.2.5 To work with the General Education Committee and the Committee on Initial Educator Licensure Preparation on assessment activities in the general education program and in initial teacher licensure programs, respectively;

4.8.2.6 To support campus-wide assessment activities to improve learning outcomes; to support programmatic assessment activities in coordination with academic program review schedule, advise departments preparing for program review, and provide input to the Academic Planning Council on assessment progress of student learning outcomes or programs under review;

4.8.2.7 To support departments and colleges preparing for the assessment component of discipline-specific accreditation reviews;

4.8.2.8 To review and update the university academic assessment plan to make recommendations for funding support for expanded assessment activities of departments and colleges.

4.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)

4.9.1. Composition Membership of the committee shall consist of the following:

Chief Diversity Officer, ex officio, nonvoting;
Director, Center for Black Studies, ex officio, voting;
Director, Center for Latino and Latin American Studies, ex officio, voting;
Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;
Director, Center for Southeast Asian Studies, ex officio, voting;
Director, Disability Resource Center, ex officio, voting;
Director, Asian American Studies Certificate, ex officio, voting;
Representative from the Office of the Vice Provost for Undergraduate Academic Affairs, nonvoting;
Representative from the Division of Student Affairs, nonvoting;
Representative from the Office of Student Engagement and Experiential Learning;
One faculty member from each degree-granting college, voting;
Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;
One supportive professional staff member, voting;
One curricular associate dean, nonvoting;
One undergraduate and/or graduate student, voting.

Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.

4.9.2 Chair The chair position of the committee will be held by the chief diversity officer, and the directors of the academic diversity centers may serve as co-chairs as needed.

4.9.3 Duties The duties of the committee shall include the following:

1. To identify academic achievement gaps among all students;

2. To identify and implement effective, sustainable, and measurable intervention strategies to ensure equity for all students;

3. To monitor academic achievement among students from underserved populations;

4. To develop criteria by which the human diversity degree requirement will be satisfied;

5. To promote multicultural curriculum transformation on campus in partnership with the Office of Student Engagement and Experiential Learning (OSEEL) and academic diversity centers by establishing faculty-mentored student research opportunities that impact diverse communities and transform curricula;

6. To advise the provost and university bodies on multicultural curriculum transformation issues;

7. To submit an annual report on activities of the committee to the provost;

8. To regularly monitor available data on undergraduate student participation in multicultural and diversity centered academic programs, minors, and certificates;

9. To support collaboration between academic centers' minors and certificates and NIU PLUS pathways;

10. To provide opportunities for faculty participation in academic diversity programs and initiatives.

Then NIU Bylaws Article 15 amendment to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011, 10/05/2011, 11/02/2011.
Then NIU Bylaws, Article 15.9.3(2) amendment from "annual" to "biennial" institute approved by University Council on 11/07/2012.
Then NIU Bylaws, Article 15.6.4.2 amendment to add paragraph (H) approved by University Council on 05/01/2013.
Then NIU Bylaws, Articles 15.8.1 and 15.9.1 amendments approved by University Council on 12/03/2014.
Then NIU Bylaws, Article 15.3.1.3 (B) amendment approved by University Council on 10/07/2015.
Then NIU Bylaws, Articles 15.5 and 15.6 amendments approved by University Council on 04/06/2016.
Then NIU Bylaws, Article 15.3.1.3(B) amendment approved by University Council on 10/05/2016.
Then NIU Bylaws, Article 15.9 amendment approved by University Council on 02/01/2017.
Then NIU Bylaws, Articles 15.3.1.3(B), 15.5.1.3(C), and 15.8 amendments approved by University Council on 01/31/2018.
Then NIU Bylaws, Article 15.7 amendment approved by University Council on 10/10/2018.

ARTICLE 5:
THE COLLEGES

The mission of the university – the discovery and dissemination of knowledge – is achieved through the work of the university's academic agencies: the schools and departments which are the focal points for instruction, academic research, and artistry; and the institutes, centers, and programs which marshal resources for the discovery, transmission, and application of knowledge and understanding. Most of all, the mission of the university is achieved through the efforts of its faculty and their attendant staff and support systems. The organizational units which link these resources together, coordinate their work, stimulate and reward their achievements, and foster the sense of community so unique and vital to academe are the colleges.

The colleges are unified by their instructional and scholarly orientation. They are responsible for promoting the spirit of the teacher/scholar, nurturing a climate conducive to inquiry, fostering intellectual freedom, and stimulating the pursuit of excellence in the transmission of knowledge. The colleges provide the essential community – the organizational structure and the framework for intellectual interaction – that makes the academic enterprise operational. The colleges, then, are a basic mechanism through which the faculty discharges its prerogatives and responsibilities.

5.1 Standing Committees of Colleges Containing Academic Departments

5.1.1 The College Council

5.1.1.1 Composition The college council shall consist of tenured faculty of the college. There shall be a minimum of one member from each department elected 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.

5.1.1.2 Duties

(A) To act in an advisory capacity to the dean of the college on policy with respect to academic activities of the college;

(B) To serve as the college personnel committee and advise the dean of the college concerning salaries, promotions, tenure, and sabbatical leaves;

(C) To make recommendations to the Faculty Senate concerning the policies of the college and the university;

(D) To select the college council's representatives from that college to the Faculty Senate Personnel Committee. Each such appointee must not be a department chair nor a member of a department one of whose members is already serving on that committee.

(E) To exercise all of the functions assigned to the college personnel committee by these bylaws.

5.1.1.3 Minutes Minutes of each college council meeting shall be distributed in a timely fashion to the faculty of the college.

5.1.2 The College Senate

5.1.2.1 Composition The college senate shall consist of the department chairs of the college, the dean of the college, and such additional academic personnel as the dean shall deem appropriate and necessary to the work of the senate. The dean, or the dean's designee, shall serve as chair of the senate and be responsible for preparing the agenda.

5.1.2.2 Duties The college senate shall consider and review administrative matters of the college and advise the dean of the college on such matters.

5.2 Standing Committees of All Colleges

5.2.1 The College Curriculum Committee

5.2.1.1 Composition The composition of the college curriculum committee shall be determined by the regular full-time faculty within each college. The dean, or the dean's designee, shall serve as chair of the committee.

5.2.1.2 Duties

(A) Be responsible for studying, approving, disapproving, or returning for revision all proposals submitted by members of the college faculty or by department curriculum committees for establishing new courses, programs, or curricula, for deleting or substituting courses, and for changing existing courses, programs, or curricula.

(B) Submit all college proposals involving the general education program and new or revised undergraduate programs to the Baccalaureate Council or its appropriate standing committee with its recommendations.

(C) Submit all proposals involving new or revised graduate programs to the Graduate Council.

(D) Submit all proposals involving changes in the curriculum of the College of Law to the faculty of that college.

(E) Initiate curricular proposals.

(F) Subject to Section 4.1.5 of these bylaws, have final authority for the

substitution, alteration, addition, or deletion of courses other than those involving the general education program. It shall report final recommendations on undergraduate curriculum matters to the Baccalaureate Council's standing committee on curriculum, and, on graduate curriculum matters, to the Graduate Council.

5.2.2 The Student Advisory Committee

5.2.2.1 Organization

(A) Each college shall establish a student advisory committee and shall provide a constitution or set of bylaws governing the role, organization, operation, and duties of such body.

(B) Each college shall keep on file, in the college office and in the office of the Student Association, an up-to-date copy of its student advisory committee constitution or bylaws where it is available for student inspection.

(C) Each college shall transmit, on or before October 15 of each academic year, a list of the officers and members of its student advisory committee for that year to the Student Association and to the president of the Faculty Senate.

5.2.2.2 Composition The composition of each college student advisory committee shall be determined by the student advisory committee constitution or bylaws of that college.

5.2.2.3 Duties The duties of the college student advisory committees shall include, but need not be restricted to, the following:

(A) Advise the dean of the college on all matters of direct concern to students.

(B) Advise the student representatives from the college to the Faculty Senate on matters of direct concern to students.

(C) Nominate or appoint student members to university committees, councils, and boards.

(D) Screen and select the student member nominees for the Faculty Senate.

5.3 Standing Committees of Colleges Without Academic Departments

5.3.1 College Personnel Committee

5.3.1.1 Composition The composition of the college personnel committee shall be determined by the regular, full-time faculty within each college. The dean of the college may be a nonvoting member of the committee and may serve as chair. The chair shall be responsible for preparing an agenda for the committee's approval.

5.3.1.2 Duties

(A) Be responsible for exercising all of the functions assigned to a college personnel committee by these bylaws.

(B) Exercise such other powers and duties as may be assigned to it by the regular, full-time faculty within the college or by the dean of the college.

ARTICLE 6: *(formerly Article 4)*
OPERATING PROCEDURES OF THE FACULTY SENATE

6.1 Order of Business and Parliamentary Authority

6.1.1 The order of business shall be:

Call to Order
Adoption of the Agenda
Approval of Minutes
President's Announcements
Items for Faculty Senate Consideration
Consent Agenda
Reports from Advisory Committees
Reports from Standing Committees
Unfinished Business
New Business
Comments and Questions from the Floor
Information Items
Adjournment

6.1.2 Except as otherwise provided, the Faculty Senate meetings shall be conducted in accordance with Robert's Rules of Order Revised.

6.1.3 A parliamentarian, who shall be appointed by the president, shall perform the usual duties expected of this position.

6.1.4 A majority of the elected members of the Faculty Senate shall constitute a quorum.

6.1.5 Consent Agenda

6.1.5.1 The Steering Committee of the Faculty Senate shall place on the consent agenda those items of business requiring Senate action which, in its judgment, are not likely to require Senate discussion and which are expected to receive unanimous approval from the Senate. Any such item may be removed from the consent agenda at the time that agenda is presented to the Senate if any five voting members request its removal. Removal of items from the consent agenda is not debatable.

6.1.5.2 After items to which objections have been raised are removed from the consent agenda, the Senate president shall call for a single vote to approve all of the matters remaining on that agenda.

6.1.6 Comments or Questions from Nonmembers

Faculty or staff who are not members of the Faculty Senate may be granted the opportunity to address the Senate if no objection is raised by members of the Senate at the time the request is made. The Senate president may limit the time a nonmember may have on the floor.

6.2 Minutes of the Faculty Senate

6.2.1 Faculty Senate meeting minutes shall be prepared by the president of the Faculty Senate and forwarded to members prior to the next meeting. Minutes must be approved by the Faculty Senate and once approved distributed to Senate members and other appropriate members of the university community in a timely manner.

6.2.2 Prior to approval of the minutes of the Faculty Senate, official statements on the business of the Senate shall be released only by the president.

6.2.3 A copy of the minutes shall be regularly deposited in the University Archives.

6.3 Voting Procedures of the Faculty Senate

6.3.1 Action shall be taken by majority vote of the members voting. When the motion is called, members may vote in favor of the motion, against the motion, abstain from voting, or indicate that they are present but not voting. Those present and not voting shall not be counted in computing whether the appropriate majority has been obtained for passage of a motion. The question of whether a roll call vote shall be taken may be incorporated in the motion or a motion to amend may be offered to request a roll call vote.

6.3.2 Proposals for formal Senate action may be discussed and voted on at the meeting at which they are first presented, but can be held for action at a subsequent meeting of the Faculty Senate if two-thirds of the members voting favor such a delay.

6.3.3 All formal positions taken by the Faculty Senate shall be executed through public and recorded majority vote of the voting members of the Senate and so recorded and reported by the president of the Senate.

6.3.4 There shall be no use of proxy votes in the Faculty Senate.

6.4 Office of the President of Faculty Senate

6.4.1 The president of Faculty Senate shall serve as presiding officer of the Faculty Senate. In the absence of the president, the vice president shall preside. The presiding officer shall be entitled to vote.

6.4.2 The president shall appoint members and chairs of all standing and special committees with the advice and consent of the Senate.

6.4.3 The university shall provide facilities and resources to support the Faculty Senate. The president of the Senate shall prepare an annual Senate operating budget as part of the normal university budget process and shall be responsible for administering that budget once it is authorized.

Then FS Bylaws, Article 4.1.1, 4.2.1, and 4.2.3 amendments approved by Faculty Senate 03/07/2012.

ARTICLE 7: *(formerly Article 5)*
ELECTION PROCEDURES OF THE FACULTY SENATE

7.1 Election Administration

Elections to the Faculty Senate, except for those members elected to the University Council from the degree-granting colleges, shall be conducted by the academic departments or schools, the College of Law, and the University Libraries according to policies and procedures established by the Rules, Governance and Elections Committee. The Rules, Governance and Elections Committee shall have the authority to supervise the election procedures provided for herein.

7.2 College Faculty Elections to the Faculty Senate

7.2.1 Faculty elected to the University Council from the degree-granting colleges shall be elected in accordance with governing policies and procedures of the University Council.

7.2.2 The election of faculty for the University Council shall be initiated no later than the third week of February of each year.

7.2.3 Faculty serving on the Faculty Senate as a result of election to the University Council shall serve for a three-year term.

7.3 Election of Other Voting Members of the Faculty Senate

7.3.1 One member of the faculty shall be elected ~~from and by~~ by and from the faculty, as defined in Articles ~~14.2.1~~ 2.2.1 and 2.2.2 of the University ~~Bylaws~~ Constitution, of each academic department or school in the degree-granting colleges of the university, with two elected from each department or school of over 50 faculty members, and one member each from the College of Law and the University Libraries. The terms of these members shall be for three years and shall be staggered in a manner determined by the Senate elections committee.

7.3.2 Elections conducted by the academic departments or schools, the College of Law, and the University Libraries shall occur within one month following the annual election of members of the University Council. These elections shall be by secret ballot.

7.3.3 Prior to the election of faculty members to the Faculty Senate each year the Rules, Governance and Elections Committee shall obtain from the vice president and provost the number of faculty meeting the criterion for election in each academic department or school. Those departments or schools with over 50 eligible faculty members will be informed that they are entitled to two members.

ARTICLE 8: *(formerly Article 6)*
DUTIES AND RESPONSIBILITIES OF THE FACULTY SENATE

8.1 The Faculty Senate shall serve as the official voice of the faculty of Northern Illinois University and as the authoritative representative liaison body between the faculty and (1) the University Council, (2) the president of the university, (3) the vice president and provost, (4) other vice presidents with respect to their responsibilities affecting the faculty, and (5) the chair and the Board of Trustees. The Faculty Senate is the body empowered to act as an agent for the university faculty with the power to formulate policies regarding educational functions of the university.

8.2 In accordance with the Preamble and Article 7.3 of the University Constitution and the stated commitment to university governance as a shared process, the Faculty Senate shall serve the following purposes:

8.2.1 Faculty shall predominate in all policy decisions relating to the faculty personnel system, the university curriculum, and to policy decisions concerning admissions and academic policies and standards.

8.2.1~~1~~**2** To promote the representation of the faculty in the governance of the university;

8.2.2~~3~~**3** To encourage active faculty participation in the development of university policies and procedures;

8.2.3~~4~~**4** To discuss and recommend as a Faculty Senate, policies affecting the university as a whole;

8.2.4~~5~~**5** To promote the welfare of the faculty and the university.

8.3 To achieve these purposes, the specific functions of the Senate shall include, but not be limited to, the following:

8.3.1 To review academic policies, procedures, and practices at the university level, and to make recommendations on such matters to the appropriate administrative officers and governance bodies of the university;

8.3.2 To advance collective and individual faculty prerogatives in university policies and procedures;

8.3.3 To make recommendations on matters affecting faculty welfare;

8.3.4 To monitor and annually assess and report to the faculty and the administration the effectiveness of the faculty grievance processes;

8.3.5 To articulate and promulgate faculty positions on issues of general concern within and to the university;

8.3.6 To define and recommend mechanisms for faculty participation in university governance and in system-wide and state-wide issues;

8.3.7 To be consulted by and to advise the president of the university, the executive vice president and provost, and other appropriate university-wide administrative officers through mutually acceptable means on matters concerning university priorities, university budgets, university facilities, and university long-range planning, and on proposed changes in the administrative organizations of the university directly or primarily related to its academic mission. ~~At its own discretion, such consultation may take the form of a vote, but any such formal action may not revise the decisions appropriately made by the academic councils and committees established by Article 15 of the University Bylaws;~~

8.3.8 To maintain an interactive liaison with those university shared-governance bodies established by the University Constitution and Bylaws, particularly the University Council, the Academic Planning Council, the Baccalaureate Council, and the Graduate Council;

8.3.9 To render advice and, if appropriate, act upon matters laid before it by the president of the university, other governance bodies of the university, or members of the faculty;

8.3.10 To elect ~~from the elected faculty members of the University Council~~ faculty to serve on the University Advisory Committee (UAC) to the Board of Trustees and the Faculty Advisory Committee to the Illinois Board of Higher Education.

ARTICLE 9: *(formerly Article 7)*
PERSONNEL REVIEW RESPONSIBILITIES

The Faculty Senate ~~under the provisions of University Bylaws 14.6.3.10~~ has the responsibility for annual reviews of the executive secretary of the University Council and the faculty personnel advisor. In the case of the executive secretary, the Senate evaluation shall constitute the total personnel rating for that portion of the year the position is held. In the case of the faculty personnel advisor, the Senate evaluation shall constitute one-half of the personnel rating for that portion of the year the position is held. These evaluations shall be forwarded to the executive vice president and provost who shall determine the annual salary increment for the executive secretary and who shall determine the salary increment for the faculty personnel advisor after receiving the evaluation given for other professional activities by the faculty personnel advisor's academic department.

7.1 The annual evaluation of the services of the faculty and SPS personnel advisor shall be conducted by a committee composed of three members of the Faculty Senate chosen by lot and one member of the SPS Council. The annual evaluation of the services of the president of the Faculty Senate and executive secretary of the University Council in performance of that role shall be conducted by a joint committee composed of seven (7) members of the Faculty Senate and University Council chosen by lot; two (2) will be faculty members from the Faculty Senate who are not members of the University Council, two (2) faculty members from the University Council, one (1) SPS member, one (1) operating staff member and one (1) student member from the University Council. The committee is empowered to seek and receive individual recommendations from the members of the Senate and University Council, and to seek such other information as it may find necessary in order to complete its task. The completed evaluation shall be presented to the Faculty Senate for its endorsement, and then it shall be forwarded to the executive vice president and provost of the university for appropriate action. ~~as provided in the University Bylaws Section 14.6.3.10.~~

Then FS Bylaws, Article 7.1 amendment approved by Faculty Senate 10/01/2014.

ARTICLE 10:
THE ACADEMIC PERSONNEL PROCESS

Northern Illinois University strives for excellence in all academic matters. The academic personnel process is designed to facilitate the evaluation of faculty, in the light of this quest for excellence, in a fair and professional manner. To do so requires the exercise of informed, professional judgment as well as respect for the rights and responsibilities of all persons involved in the process. The university is best served when personnel matters can be decided, and disagreements resolved, in an environment of informal cooperation and full discussion, based upon clearly stated criteria for evaluation.

10.1 Principles Regarding Personnel Matters

10.1.1 The faculty personnel process at Northern Illinois University is a dual track system with faculty and administrators comprising the two distinct tracks and each track composing distinct evaluations. This system originates at the department level and progresses through the college and university levels to final on-campus recommendation by the president.

10.1.2 Each department and college must maintain written policies and procedures for carrying out their roles and responsibilities in the personnel process indicated in these bylaws. Those documents are to be made available to the affected faculty.

10.1.3 If departmental personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 19 of the bylaws. In that case, those eligible to vote on the amendment are the regular, full-time faculty members of the department. If college personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 19 of these Bylaws. In that case, those eligible to vote on the amendment are the members of the college council, or in colleges without a council, the regular, full-time faculty as a whole.

10.1.4 All departmental personnel policies and procedures must be approved by the appropriate college faculty personnel body, and the college personnel procedures by the Faculty Senate Personnel Committee prior to their implementation.

10.1.5 The affected faculty member has the right to know of the disposition of a personnel recommendation in process within 30 working days after its receipt at the next higher level of decision making, unless an appeal is filed within those 30 days.

10.1.6 A written report on a recommendation concerning promotion, tenure, or sabbatical leave will be sent to the faculty member affected by each of the following levels of decision-making after that level has acted on the recommendation: department, college, university. A written notice of merit ratings for pay increment purposes shall be sent to the affected faculty member from the department. All such notices shall contain pertinent

information regarding the opportunities for and regulations governing requests for reconsideration or appeal.

10.1.7 Non-tenured faculty in tenure-track positions shall be entitled to receive annually a written evaluation of their progress toward the achievement of tenure. A copy of each such annual report shall be forwarded to the appropriate college dean.

10.1.8 Appeals of personnel recommendations and alleged violations of policy or procedure shall be restricted to the level above the level at which the appealed recommendation was made. All appeals shall be filed by 14 days from the date of notification of the affected faculty member.

10.2 University Criteria for Arriving at Personnel Decisions

10.2.1 General Criteria for Arriving at Personnel Decisions

10.2.1.1 Recommendations concerning promotion, tenure, retention, and salary should reflect careful evaluation of: (1) effectiveness in teaching or, for library faculty, in librarianship, (2) scholarly contribution, including research, artistry, and any external peer evaluation of research and artistry, and (3) service to the university community and profession. Recommendations should be based only upon the professional performance of the faculty member. Utmost care must be exercised by all individuals and bodies making personnel recommendations to exclude possible prejudice concerning such matters as sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factors unrelated to professional performance.

10.2.1.2 The reason the university exists is to serve society by encouraging learning. In order to do this most effectively, it must focus its activities on all of learning – the discovery, transmission, and application of knowledge.

10.2.1.3 Effectiveness in teaching is a significant aspect of a faculty member's professional performance. For library faculty, effective librarianship is the criterion equivalent to effective teaching for other faculty members. Where a library faculty member's assignment involves teaching regularly scheduled classes, that teaching shall be evaluated.

10.2.1.4 Scholarly inquiry and research and artistic production are an integral component of the university and are indispensable in insuring the vitality of the entire instructional, research, and artistic programs of the university. To be an effective teacher, a faculty member needs to engage in related scholarly (research and artistic) activities designed to ~~insure~~ ensure continued currency and familiarity with the academic discipline and field of specialization in which the teaching occurs.

10.2.1.5 Professionally oriented public service activities are an important part of the university's obligations, particularly as they relate to its central mission: the service of society through the promotion of learning. Such activities enable scholars to test new insights. They expand the experiences, knowledge, and professional competence of faculty. Public service* thus has a potential parallel to research in its capacity to enrich teaching or librarianship and as such should be given adequate recognition in the evaluation of faculty.

*The term, public service, does not exclude professionally oriented activities in the private sector of society. It refers, rather, to scholarly activities other than those of an instructional or research nature in which the academics are invited to participate because of their scholarly expertise which involve, directly and explicitly, their professional competencies, which are not related to their personal membership in religious, civic or community organizations, and which do contribute directly to growth in their scholarly competencies. Colleges and departments should define public service activities which are appropriate for their particular scholarly competencies.

10.2.1.6 Criteria upon which personnel decisions are appropriately based include:

(A) Effectiveness in teaching or librarianship:

1. Teaching

(a) Command of subject matter.
(b) Skill in presenting material.
(c) Respect for the student as a co-learner.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate students' efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating student performance.
(g) Acceptance of responsibility for assessing and improving effectiveness as a teacher.
(h) Acceptance of responsibility for continually updating and improving courses taught.

2. Librarianship

(a) Command of subject matter.
(b) Skill in presenting material in the context of reference service, instruction, bibliographic control, or collection development.
(c) Respect for users of library resources.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate the library clientele's efforts to learn and strengthen their

capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating the needs of library users.
(g) Acceptance of responsibility for assessing and improving effectiveness as a librarian.
(h) Acceptance of responsibility for continually updating and improving the library's collection, access to information, and the services extended to its clientele.

(B) Scholarly Performance and Achievement:

1. Success in keeping up to date in the field of scholarly competence.

2. Quality of scholarly or creative productivity.

(C) Service to the University Community and Profession:

1. Service to the department, college, and university through the competent performance of committee and other assignments or activities, including academic advisement, mentoring, faculty advisement to student organizations, and other student-oriented service.

2. Performance in facilitating the work and advancing the mission of the department, college, and university.

3. Service to professional societies and groups.

4. Quality of professionally oriented public service activities.

5. Service to department, college, and university is an integral and expected part of university membership. Hence, it should be accorded appropriate credit in annual merit evaluations, especially when it is of an extraordinary nature. However, for purposes of tenure, promotion, or sabbatical leave, it should be accorded significantly less importance than effectiveness in teaching and scholarly achievement.

10.3 University Criteria for Promotion

10.3.1 Beyond the Board of Trustees' minimum requirements for the various academic ranks, individuals being recommended for promotion should meet the following criteria:

10.3.1.1 Teaching or Librarianship Effectiveness
Individuals teaching regularly scheduled classes being recommended for promotion must have demonstrated successful teaching and show continuing concern for critical assessment and improvement of their teaching. Library faculty being recommended for promotion must have demonstrated successful librarianship and show continuing concern for critical assessment and improvement of their librarianship. In considering individuals for promotion to associate professor, which recommendation normally will be accompanied by a recommendation for tenure, particular care should be given to assessing effectiveness of teaching or librarianship. Individuals being recommended for promotion to the rank of professor should present a continued record of successful teaching or librarianship.

10.3.1.2 Department, College, and University Service
Individuals being recommended for promotion must have given evidence of an ability and willingness to work cooperatively with colleagues in efforts to support and improve the programs of the department, college, and university.

10.3.1.3 Scholarly and Professional Achievement

(A) Promotion to rank of assistant professor: Promise, as demonstrated by an earned doctorate or similar educational or professional accomplishment, of an ability for leadership in the faculty member's scholarly or creative field.

(B) Promotion to rank of associate professor: Ordinarily, evidence that the faculty member is in the process of achieving professional recognition among leaders in the individual's discipline through scholarly publications, papers presented at professional meetings, artistic achievements, or other forms of scholarly activity. Professional public service may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

(C) Promotion to rank of professor: Evidence that the faculty member has achieved significant professional recognition among other leaders in the individual's discipline through publications, papers presented at professional meetings, artistic achievements, public service related to the discipline, or other forms of scholarly activity. Professional public service* may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

10.3.2 Realistically, it is not expected that, to be eligible for promotion, a faculty member will have demonstrated outstanding achievement in all of these areas. In all cases, however, a recommendation for promotion will require a demonstrated ability in teaching or, for library faculty, librarianship plus clear evidence of continued professional growth

and activity in scholarship and service. Those making recommendations for promotions in rank should bear in mind that maintenance of the integrity of the academic ranks at Northern Illinois University requires that the standards for promotion be comparable to those institutions to which Northern Illinois University wishes to be compared.

10.3.3 A faculty member on joint appointment will have the teaching and/or librarianship, scholarship, and service expectations specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment.

10.3.4 Time in Rank for Promotion to the Ranks of Associate Professor and Professor

Promotion from assistant to associate professor will not be recommended until an individual has served at the lower rank, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Likewise, promotion from associate professor to professor will not be recommended until the individual has served at the rank of associate professor, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Each college shall establish criteria to be used in identifying those circumstances and records of achievement deemed “extraordinary.”

10.4 University Criteria for Tenure

The decision to recommend a faculty member for a tenure appointment is the most critical decision made by an academic department, a college, and the university. Each department has the responsibility of building the most capable faculty possible within its means. The process of building a strong faculty involves not only the recruitment of the most promising candidates available, but also the critical evaluation of their teaching or librarianship, scholarship and service to the university community and to their profession during their probationary period. Decisions on tenure substantially determine the quality of teaching, librarianship, scholarship, academic counseling, and creative planning available to the department, college, and university. Accordingly, a recommendation for tenure is justified only for those faculty members who have demonstrated to the satisfaction of appropriate faculty bodies and administrative officers that they are fully qualified to discharge their responsibilities in advancing the mission of the department, college, and university on a long-term basis as a teacher-scholar.

Ordinarily, the criteria for tenure are similar to those for promotion to the rank of associate professor. Only in unusual circumstances should tenure be recommended for assistant professors without the concurrent recommendation for promotion to associate professor.

A faculty member on joint appointment will have the tenure criteria and procedures specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment. The procedures must specify how recommendations at the unit and college levels will be made and how "agreement at the department and college level" (in the sense of Article 11.3.4.1) is to be defined.

Faculty members on non-tenure appointment must recognize that their appointments are probationary. During this probationary period, it is their obligation to establish that they are qualified for a tenure appointment.

Each faculty personnel committee and chair shall have procedures for the annual evaluation of the cumulative progress toward tenure of all probationary faculty members and for communicating the results of such evaluations to them. The criteria to be used for the evaluation shall be those guidelines for tenure most recently published by the academic unit in which the applicant holds a tenure-track appointment. The results of the annual evaluation shall be shared with the faculty member in writing as well as in personal consultation with the academic unit's chief administrative officer. The written evaluation may be composed by either the personnel committee or the chief administrative officer or both working together. If the personnel committee and the chief administrative officer agree on the report, both shall sign it. If they disagree, two written reports shall be shared with the faculty member and placed in the faculty member's file. This procedure shall be followed in all required evaluation reports: ordinary annual reviews done at the time of recruitment of faculty for whom tenure may be awarded in fewer than five years, and the formal and particularly thorough evaluation done once for each faculty member on a five-, six-, or seven-year tenure track.

In the case of a faculty member on a seven-year tenure track, the evaluation in the third year shall be a formal and particularly thorough cumulative review which shall be conducted in the spring of that year by the personnel committee and chief academic officer of the academic unit in which the person being evaluated holds an academic appointment. A statement shall be appended to this evaluation which specifies the academic unit's anticipated long-term need for the position held by the probationary faculty member. This evaluation shall be shared with the concerned probationary faculty member and, where the academic unit involved is an academic department, with the appropriate college dean.

For faculty members on a four-year tenure track, it is expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.

For faculty members on a five- or six-year tenure track, it is expected that at least one year before their evaluation for tenure, at a time agreed upon at the time of recruitment, a particularly thorough and formal cumulative evaluation of the progress toward tenure shall be conducted. It is further expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.

A probationary faculty member who feels that an annual evaluation is unfair, inadequate, or otherwise inconsistent with the relevant published guidelines for achieving tenure may place a written response to the evaluation in the personnel files maintained on that faculty member by appropriate university offices. However, the annual evaluation of progress toward tenure of a probationary faculty member shall not itself be subject to the personnel appeal process.

10.5 Non-reappointment of University Probationary Faculty
A decision not to renew an appointment of a probationary faculty member may be made at any time during the probationary period. Adequate notice, as required by the Board of Trustees governance documents, must be given in the case of a decision not to reappoint. If requested, reasons, in writing, for non-reappointment should be given; however, it is clearly understood that this is a courtesy to the faculty member and that the department is not obligated to prefer charges nor to provide evidence of a juridical nature except when the reason(s) for non-reappointment entails allegations of unprofessional or unethical behavior.

10.6 Faculty and University Discretion
Nothing in this article or in these bylaws, including the results of periodic reviews of tenure status as reported to probationary faculty in accordance with the provisions of this article, should be construed to create any contractual entitlement to tenure.

Then NIU Bylaws, Article 5.4 amendment approved by University Council 05/01/2013.

ARTICLE 11:
GENERAL ACADEMIC PERSONNEL PROCEDURES

The procedures described below provide a mechanism whereby the objectives of the personnel process can be met. They do not ~~insure~~ ensure those objectives, since any set of procedures must be effectively administered in order to produce the desired results. Furthermore, they do not, and cannot, foresee all possible circumstances that may arise in the evaluation of faculty members for personnel decisions. Hence, these procedures must be supplemented by the detailed procedural and policy statements of departments, colleges, and the Faculty Senate Personnel Committee. The following statement sets forth the principles and procedures to be followed in the future development of the academic personnel process.

11.1 General Academic Personnel Procedures

In addition to the personnel procedures stipulated in the personnel principles set forth in Section 10.1 of these bylaws, the following procedures shall also be faithfully followed:

11.1.1 On-campus recommendations regarding promotion in rank, tenure status, and sabbatical leave shall be completed during the fall semester of each academic year for the following academic year. Exceptions shall be permitted only for recommendations on which an appeal or request for reconsideration has been filed.

11.1.2 Annual faculty merit ratings and recommendations regarding salary increments for the following academic year shall be started and completed during the spring semester of each academic year for faculty service and accomplishments during the previous calendar year of service. Departments, at their option, may choose to base such evaluations upon a "rolling average" of the two or three previous calendar years of service. Each department shall inform its faculty about which method of calculation is to be used prior to the start of the period to be evaluated.

11.1.3 All faculty salary adjustments require faculty involvement in decision making. The ordinary salary increment process depends on faculty merit ratings and recommendations (Bylaws 11.1.2) under policies created in accordance with Bylaws 3.3.2.2.

11.1.4 The selection process for the chair of each personnel committee at the department, college, or university level shall be specified in the appropriate policies or bylaws of the academic unit involved. When such committees are formulating recommendations regarding merit evaluation, salary increments, promotion, tenure, or sabbatical leaves, the academic unit's administrative officer (chair, dean, executive vice president and provost) shall be a nonvoting, ex officio member of the committee.

11.1.5 When both the department personnel committee and the department chair agree not to recommend a faculty member for promotion, tenure status, or sabbatical leave, no further consideration is necessary unless the faculty member wishes to file a formal appeal to the college. However, all tenure recommendations in the penultimate year,

whether positive or negative, must be forwarded to the college even though no further action is required at that level.

11.1.6 In any case involving an appeal of a personnel decision (e.g., regarding annual evaluation, tenure, promotion, or sabbatical leave), the members of the body which made the decision being appealed shall be obliged to abstain from voting on the appeal.

11.1.7 Persons in the terminal year (e.g., denied tenure, resigning, or dismissed for cause) may participate in discussion of personnel matters to be effectuated after their departure from the university but shall not vote on such matters, unless either general policy or a specific motion inviting them to vote shall have been approved by the department faculty. This policy does not apply to retiring faculty.

11.1.8 It is preferable that all members of the departmental personnel committee or the appropriate college faculty committee in colleges without academic departments be tenured. If there be non-tenured members, they shall not be a majority and they shall neither participate nor vote on evaluations for, or recommendations regarding, tenure.

11.1.9 Under the Board of Trustees Regulations, time on total or partial leave does not count toward tenure unless it is agreed before the leave begins that it will count. When continuing but not yet tenured faculty go on total or partial leaves of absence, whether or not the time on leave is to count in the years-to-tenure, such total or partial leave may not continue for more than one year without the approval of both the department personnel committee and department chair, or in colleges without departments, the college personnel committee and dean. Ordinarily, the maximum extension of the tenure track achieved by total or partial leaves of absence shall not exceed two years.

11.2 Personnel Procedures at the Department Level

Academic departments bear the principal responsibility for evaluating the professional competence and achievements of their faculty members.

11.2.1 Departments shall provide faculty members with statements of criteria and policies for various personnel actions, the types of evidence to be evaluated, the procedures to be followed in making personnel recommendations-including provisions for student participation in the personnel process-and dates for compliance. Each departmental statement shall be submitted to the appropriate college where it must be reviewed and approved before it is disseminated or implemented. Each new faculty member, appointed on a regular faculty contract, shall be given a copy of these and all other pertinent college and university personnel policies when employed.

11.2.2 A faculty member on a joint appointment between units will receive, at the time of appointment, a Memorandum of Understanding, prepared by the units and endorsed by the dean(s) to whom they report, specifying the conditions of the appointment, including the responsibilities to and support from each unit and the teaching, scholarship, and service expectations of the individual. This Memorandum of Understanding may be amended at any time by agreement of all concerned parties. A person on joint

appointment shall not be disenfranchised from the university governance system because of that appointment.

11.2.3 Departments shall make personnel recommendations on the basis of department, college and university guidelines and policies.

11.2.4 As a part of its regular personnel procedure, each department shall notify faculty members of recommendations affecting them. All faculty members shall be given an opportunity to have each recommendation affecting them reconsidered within the department, prior to its being submitted to the college. Procedures for reconsideration shall be established by each department and approved by the appropriate college. In accordance with college time schedules, departments shall submit recommendations for tenure, promotion, or sabbatical leaves to the deans for review at the college level, making clear any discrepancy that may exist between the recommendations of the department chair and the personnel committee.

11.2.4.1 When the department personnel committee and the department chair agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the committee and the chair and the recommendation and commentary shall be submitted to the college for review.

11.2.4.2 When the department personnel committee and the department chair agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that decision shall be prepared and discussed by the committee and the chair and concurrently submitted to the college, and the faculty member shall be entitled to appeal that decision to the college in accordance with the provisions set forth in Article 7 of these bylaws. That appeal shall constitute the faculty member's right to appeal to the "level above the level at which the appealed recommendation was made" under Section 10.1.6 of these bylaws.

11.2.4.3 When the department personnel committee and the department chair disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the committee and the chair shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the college for review.

11.2.5 Merit Ratings of Persons Who Have Been on Leave

11.2.5.1 Sabbatical Leaves

Within 30 days after return to regular duties, each person who has been on leave shall present to the department chair, department personnel committee, and the executive vice president and provost's office a report of personal professional activities during the leave. The report shall describe the activities undertaken

during the leave and the scholarly or other creative results of those activities. 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 previous three years. If the report reflects inadequate professional activity, the merit rating may be lower.

When a faculty member is on leave for less than the whole evaluation period, the regular merit evaluation process will be used for that portion of the evaluation period during which the faculty member was not on leave. When the sabbatical leave occurs late in the evaluation period, care shall be taken to obtain the faculty member's service report before the leave begins. If a faculty member's leave begins in one evaluation period and continues into another, so that a merit rating must be given before the sabbatical report is due, the faculty member's rating for the first portion of the time on leave shall be either the average of that person's merit rating for the previous three years or that person's merit rating for the portion of the evaluation period for which the faculty member was not on leave, whichever is higher. The merit rating for the evaluation period during which the second portion of the leave occurs shall be determined in accordance with the first paragraph of this Bylaw.

11.2.5.2 Leaves 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 earned by that individual in the preceding three years unless the dean of the college, at the time the leave was approved, specified that there would be no increment for the leave year.

11.2.5.3 Sick Leaves
When a faculty member returns from extended sick leave or disability leave, the dean and the department chair, in consultation with the department personnel committee, shall make a recommendation to the executive vice president and provost as to an appropriate salary adjustment.

11.2.6 Merit Ratings for Persons with Multiple Appointments
An individual with an appointment in more than one campus unit which involves some salary payment from the budget of each such unit shall be evaluated separately for each appointment by each unit in which a salaried appointment is held.

The evaluators in each unit shall take into consideration the proportional amount of time allocated by the individual's official notification. An overall merit rating, which shall be assigned by the lowest level academic administrator with supervisory responsibility for all of the academic units participating in the multiple assignment, shall be a composite of the individual ratings for each assigned role and shall reflect the proportional amount of time allocated to each unit by the individual's official notification. An individual's annual

incremental dollars shall reflect the person's merit rating and shall be commensurate to the incremental dollars assigned to the same rating in the unit of origin.

11.3 Personnel Procedures at the College Level

The college has two types of responsibilities in the personnel process. It establishes academic standards and procedures for the college as a whole, and it ensures that departments conform to them as well as to their own established standards and procedures. While each department bears the principal responsibility for evaluating the professional competence of its own faculty members, the college must be satisfied that such evaluations are in accordance with high academic standards in each discipline and with college policies. The college retains the authority to reject a department recommendation if the college is not persuaded of its validity.

11.3.1 The college personnel committee shall provide departments and faculty members with college criteria and current policies for various personnel actions, the types of evidence to be evaluated, and the dates for compliance. College statements shall be submitted to the Faculty Senate Personnel Committee where each must be reviewed and approved before it is implemented.

11.3.2 The college personnel committee shall review all department personnel recommendations to ~~insure~~ ensure (1) that appropriate professional standards of evaluation have been applied; and (2) that college guidelines, policies, and appropriate procedures have been followed.

If, on the basis of the evidence submitted by a department, the college is not persuaded that an individual recommendation should be approved, the college shall return the recommendation to the department for reassessment, with a statement of reasons in writing. A copy of the statement shall be made available to the individual involved. In consultation with the individual, the department may respond to the college statement and resubmit its recommendation if it wishes to do so. Where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate professional standards of evaluation were applied by the department. The college shall determine how such evidence is to be obtained and evaluated.

11.3.3 Where noncompliance with college policies and standards persists after reassessment by the department, the college council shall deny the recommendation and take steps to bring the department into conformance with college policies and standards.

11.3.4 The college shall forward its recommendations for tenure, promotion, or sabbatical leave to the executive vice president and provost for review at the university level, along with supporting evidence and appropriate aggregate data, making clear any disagreements that may exist between the recommendations of the dean and the college council.

11.3.4.1 Decisions not to recommend tenure, promotion in rank, or sabbatical leave shall be forwarded by the executive vice president and provost to the

Faculty Senate Personnel Committee for review and action on the university level only if there has not been agreement on the decision at the department and college levels. Agreement at the department and college level shall be considered to exist when the college personnel committee, the college dean, and either the department personnel committee or the department chair are in agreement. When there has been such agreement, those decisions shall be forwarded by the executive vice president and provost to the Faculty Senate Personnel Committee only for information purposes. For recommendations to grant early tenure or early promotion in rank, the executive vice president and provost may seek the advice, but not formal action, of the Faculty Senate Personnel Committee concerning the required justification of extraordinary circumstances or an extraordinary record of achievement.

11.3.4.2 When the college council and dean agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the council and the dean, the recommendation and commentary shall be submitted to the executive vice president and provost, and that officer shall forward it to the Faculty Senate Personnel Committee only for information purposes.

11.3.4.3 When the college council and the dean agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, and when that faculty member had been recommended for the tenure, promotion, or sabbatical leave by the department personnel committee, the department chair, or both, the council and dean shall prepare and discuss written comments in support of their decision, and, the faculty member shall be entitled to appeal that decision to the university in accordance with the provisions set forth in Article 12 of these bylaws.

11.3.4.4 When the college council and the dean disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the council and the dean shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the executive vice president and provost for review at the university level.

11.4 Personnel Procedures at the University Level

Like the colleges, the university, through its Faculty Senate Personnel Committee, has two types of personnel responsibilities. The Faculty Senate Personnel Committee establishes, in conjunction with the Faculty Senate, personnel policies, standards, and criteria affecting the entire faculty; it ensures that colleges carry out their responsibilities effectively and equitably. A major part of its effort should be directed toward studying major personnel issues of general importance to the university, and proposing policy initiatives and changes to the Faculty Senate. Normally, the committee is not involved in the professional evaluation of individual faculty members, nor in assessing the procedures and standards used by departments in personnel decisions. However, it retains responsibility for ensuring that the colleges conduct the personnel process with a high degree of professionalism and equity. As part of this responsibility, the

Faculty Senate Personnel Committee has the authority to overrule a college personnel recommendation when the committee concludes that such an action is necessary to maintain high standards of academic excellence.

11.4.1 The Faculty Senate Personnel Committee shall provide colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions, and shall approve statements of college criteria, policies, and procedures.

11.4.2 The executive vice president and provost shall give to the Faculty Senate Personnel Committee for review, and the Faculty Senate Personnel Committee shall review, only those personnel recommendations specified in Sections 3.4.2.7, 3.4.2.8, and 11.3.4 of these bylaws. The executive vice president and provost shall submit a summary report on all other college personnel recommendations to the Faculty Senate Personnel Committee for the committee's information.

11.4.3 Where the Faculty Senate Personnel Committee reviews a college recommendation and concludes that it does not conform to university standards, policies, or criteria, the recommendation shall be returned to the college for reassessment with an explanation in writing. The college may consult with any department or individual involved, and may alter its recommendation or resubmit it with additional explanation or evidence, if it wishes to do so.

11.4.4 Where noncompliance with university standards, policies, or criteria persists after reassessment by a college, the Faculty Senate Personnel Committee shall deny the recommendation, and take steps to bring the college into conformance with university standards.

11.4.5 The executive vice president and provost shall submit to the president the personnel recommendations of the Faculty Senate Personnel Committee on cases which it heard pursuant to section 11.4.2 above, the executive vice president and provost's own recommendation on such cases, and all other personnel recommendations submitted by the colleges.

11.4.6 The Faculty Senate Personnel Committee shall submit an annual personnel report to the Faculty Senate.

ARTICLE 12:
APPEAL PROCEDURES FOR ACADEMIC PERSONNEL DECISIONS

The regular personnel process provides two means by which disagreements over the personnel recommendations described in Article 11 of these bylaws may be resolved through informal consultation and negotiation: the re-consideration procedure on the department level, and the reassessment procedure on both the department and college levels, through which additional evidence may be adduced prior to a final department or college decision on an individual recommendation. It is intended that these procedures provide a means whereby disagreements over personnel recommendations may be resolved, whenever possible, without resort to formal appeal procedures.

Where disagreements are not resolved in this way, any party involved may initiate a formal appeal. The principal objectives of the appeal process are twofold: to provide for consideration of allegations by a faculty member who claims to have been unfairly or inadequately evaluated, or for a department or college which alleges inappropriate actions by higher level committees; and to identify deficiencies in department and college procedures, standards, and policies, so that they can be corrected.

In general, appeal procedures correspond to the jurisdiction appropriate to each level in the personnel process. Thus, appeals to the college are based on actions by departments, and appeals to the university are based upon actions by colleges, except for cases of university-wide concern (described below in section 12.2.1.3). Appeals to the next level shall be reviewed only after consideration and appeal procedures have been exhausted at the lower level. Except for appeals involving issues described under section 12.2.1.3, the right and opportunity for appeal shall extend only to appeals made to the decision level immediately above the level at which the appealed decision originated.

12.1 Appeals at the College Level

12.1.1 Colleges shall entertain appeals, on appropriate grounds, against department recommendations, or against the failure of departments to make recommendations which individuals feel are merited.

12.1.2 Appeals, which must be filed within 10 working days of notification of the appellant of the appealed action, shall be based on one (or more) of the following general grounds:

12.1.2.1 That inappropriate procedures were followed by a department;

12.1.2.2 That insufficient or inappropriate criteria or evidence were used in arriving at a department recommendation;

12.1.2.3 That other circumstances exist which the college considers a legitimate basis for an appeal. (However, where an appellant alleges actions of the types

described under Section 12.2.1.3 the appellant shall address the appeal directly to the Faculty Senate Personnel Committee.)

12.1.3 Appeal statements shall be in writing and shall set forth the specific grounds for appeal and all pertinent evidence. In all appeals of a department action, the department shall have an opportunity to respond prior to a decision by the college. Likewise, the appellant shall be informed of the department statement and shall have an opportunity to respond to it.

12.1.4 As in the regular personnel process, where a decision involves the professional competence or achievements of an individual faculty member, the department's 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.

12.1.5 Where an appeal against a department decision is sustained, and if the deficiencies persist, the college shall take steps to correct whatever deficiency in department procedures or standards gave rise to the original decision.

12.2 Appeals at the University Level

12.2.1 The Faculty Senate Personnel Committee is principally concerned with college-wide personnel standards and procedures, and with policy matters affecting the entire university faculty. It is not involved in the professional evaluation of individual faculty members, except for the situations listed in Sections 3.4.2.7 and 3.4.2.8 of these bylaws. In addition, the Faculty Senate Personnel Committee shall entertain appeals only when it finds clear, unambiguous, and pressing reason to do so on the following grounds:

12.2.1.1 Where the procedures, standards, or policies of a college are alleged, by an individual or a department, to be unfair or inappropriate;

12.2.1.2 Where a college is alleged not to have protected a faculty member from departmental failure to adhere to specific procedural requirements set forth in the University Constitution, in these bylaws, or in the guidelines currently in force in the college and department, and where that failure, in the view of a majority of the Faculty Senate Personnel Committee, affected the recommendations made to the extent that, had the violations not occurred, there might not have been agreement as defined in Section 11.3.4.1 of the bylaws. In such cases, the Faculty Senate Personnel Committee's review of the appeal shall be limited to the procedural questions raised by the appellant and shall not extend to the substantive issues involved in the personnel decision. If the Faculty Senate Personnel Committee finds for the appellant in such a review, it shall report its finding to the executive vice president and provost and return the matter to the college and department involved, together with a written statement describing the issues, the evidence, the committee's finding, and the reasons for that finding, and direct the college and department to take appropriate remedial action. Where the Faculty Senate

Personnel Committee finds that egregious procedural errors have been sufficiently substantial to preclude fair action in the college and department on the action or recommendation appealed from, the Faculty Senate Personnel Committee may recommend to the executive vice president and provost, without returning the case to the college and department, the action originally sought by the appellant;

12.2.1.3 Where an agency or individual within the university is alleged to have discriminated against a faculty member during the personnel process on the basis of sex, race, national origin, marital status, age, color, political views or affiliations, religious views or affiliations, sexual orientation, handicapped status, or other such factor unrelated to professional performance;

12.2.1.4 Where a faculty member alleges that an agency or individual within the university has infringed upon the faculty member's academic freedom.

12.2.2 Appeals to the Faculty Senate Personnel Committee shall be filed no later than 10 working days after notification to the appellant of the appealable action. Appeal statements shall be in writing and shall set forth the specific grounds for the appeal along with all pertinent evidence. Before accepting an appeal, the Faculty Senate Personnel Committee shall make an inquiry to determine whether the grounds are sufficient to justify an appeal at the university level.

12.2.3 When accepted, appeals of types 12.2.1.1 and 12.2.1.2 will be heard by the Faculty Senate Personnel Committee. Appeals of type 12.2.1.3 will be heard by a special hearing board established in accordance with section 12.2.5 of these bylaws. Appeals of type 12.2.1.4 will be heard in accordance with the procedures set forth in section 16.1of these bylaws. All parties to the dispute shall have a right to be heard.

12.2.4 Where a department or college persists in its use of inappropriate procedures or inadequate standards, the committee on the next higher level may recommend appropriate sanctions to be imposed by the chief administrator on that lower level.

12.2.5 Special Hearing Board for Appeals Filed Under Section 12.2.1.3: The appeal procedures of the university policies and regulations regarding the personnel process provide that appeals at the university level which involve an allegation of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance shall be heard by a special hearing board established in accordance with university policy. This hearing board shall be available to any faculty or administrative employee with the exception of operating staff, whose appeals are conducted under civil service provisions.

12.2.5.1 Membership: The Hearing Board shall consist of 15 faculty and administrative employees to be selected at the beginning of each academic year by the Faculty Senate Personnel Committee from a list of names, five names submitted by each of the respective college personnel bodies and five from the

supportive professional staff. Within the 15 members, there may be persons who have had prior involvement in a case brought to the board who would wish to disqualify themselves from participation in the hearing of that case. Either party may request the disqualification of any member(s) of the Hearing Board on the grounds of conflict of interest. Those members of the board not challenged shall determine the validity of a challenge. In the event that more than five members of the board are disqualified, the Faculty Senate Personnel Committee shall name additional member(s) - from the original individuals nominated - to i~~nsure~~ ensure a minimum of 10 members of the board hearing any given appeal. Women and members of minority groups shall be represented on the Hearing Board. Consequently, in nominating individuals for the Hearing Board, the college personnel committees and other groups shall endeavor to i~~nsure~~ ensure that women and minority groups are appropriately represented. The chair of the Hearing Board shall be selected by the membership of the Hearing Board. The chair should be a member of the university community with appropriate qualifications or experience in this capacity. If the chair is selected from among the membership of the board, the chair shall have a vote. The Hearing Board may consult with the director of the office of Affirmative Action and the university general counsel on questions relating to federal and state laws regarding affirmative action, university regulations and policies relating to affirmative action, and procedural requirements applicable to the board's work.

12.2.5.2 Cases to be Considered: Appeals involving allegations of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance received by the Faculty Senate Personnel committee shall be referred to the Hearing Board with a notice to the office of Affirmative Action. Also, the office of Affirmative Action may refer grievances involving allegations of discrimination filed with that office to the Hearing Board. In all cases the allegation must be forwarded in written form over the signature of the person making the appeal. When an appeal is forwarded to it, the Hearing Board shall first make an inquiry to determine whether there are sufficient grounds to justify a hearing. In all cases where a judgment of insufficient grounds is rendered, the Hearing Board shall report this to the Faculty Senate Personnel Committee and provide the complainant and the Affirmative Action office with a summary of the judgment rendered. When an appeal or grievance is found to have sufficient grounds to warrant a hearing, the Hearing Board shall schedule a hearing.

12.2.5.3 The Hearing: The Hearing Board shall provide opportunities for all parties to the dispute to be heard. All parties shall be allowed to have observers (not to exceed three for each party) and each may choose a faculty or administrative employee as a representative. The executive vice president and provost or an Affirmative Action officer shall, if requested by the complainant, assist the complainant in finding a suitable representative. No party to the dispute shall be accompanied by, or be represented by, general counsel. The Hearing

Board shall act as a fact-finding body with the right to call witnesses, ask questions, hear evidence presented by both parties, and examine university documents pertaining to the case. At the hearing, either party or a party's representative shall have the right to call witnesses, to ask questions of all witnesses, and to examine university documents pertaining to the case and evidence submitted to the Hearing Board. If a dispute should arise over access to, or relevance of documents or information, the Faculty Senate Personnel Committee shall review the material, along with any recommendations the Hearing Board may wish to make as to its relevance, and determine whether the information shall be released to the concerned parties. The Hearing Board shall base its decision exclusively on information presented during the course of the hearing and thereby available to all concerned parties. Reasonable provision shall be made for university employees to appear as witnesses or representatives at the hearing on behalf of either party without loss of pay. A transcript of the hearing shall be kept and be made available to all persons involved in the dispute. The chair shall make and enforce such rules for the conduct of the hearing that provide for an orderly and fair hearing for all parties. The recommendation of a majority of the Hearing Board present and voting shall be the decision of the Hearing Board. This recommendation, along with the rationale for the recommendation, shall be forwarded to the president, to all parties involved in the appeal or grievance, to the office of Affirmative Action, and to the Faculty Senate Personnel Committee within seven (7) days after the closing of the hearing. If no recommendation is made by a majority of the Hearing Board, the recommendations and rationale of each faction shall be forwarded to the president and others as indicated above.

12.3 Due Process

This section provides principles and procedures for the resolution of questions resulting from the dismissal for cause of a tenured member of the faculty, or from the dismissal for cause of a non-tenured member of the faculty before the expiration of that faculty member's contract period. These principles and procedures do not apply to probationary tenure-track faculty members whose contracts are not renewed or expire during or at the end of their probationary period, or to temporary faculty members whose appointments are not renewed at the end of their contract period.

12.3.1 Statement of Principles

12.3.1.1 Established and orderly procedures insuring fairness afford the best protection of the rights and welfare of both the faculty member and the university. Such procedures are also indispensable for safeguarding the public interest in the integrity of the university as a center of higher learning.

12.3.1.2 If it is recommended that a tenured member of the faculty be dismissed for cause, or that a non-tenured member of the faculty be dismissed before the expiration of the contract period, the burden of proof that such action is justified

shall be satisfied only by clear and convincing evidence in the record considered as a whole.

12.3.1.3 Adequate cause for dismissal must be related, directly and substantially, to the fitness of the faculty member in the member's professional capacity as teacher, scholar, or colleague. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or of their rights as American citizens.

12.3.2 Statement of Procedures

A faculty member recommended for dismissal shall be guaranteed academic due process in accordance with the following procedures:

(A) Step 1: Informal Efforts at Conciliation

It is appropriate for the university, including the interested personnel committees at the department and college levels and the appropriate officers of academic administration, to seek to resolve differences without recourse to a formal hearing. In an effort to secure such resolution, both the university administration and the faculty member should consider inviting the assistance of additional parties. In informal discussions involving the faculty member and representatives of the university, the faculty member shall have the right to be accompanied by an academic adviser of the faculty member's choice. Since these discussions look toward conciliation, no transcript or recording shall be made of such meetings. The faculty member may waive informal discussions.

(B) Step 2: Preliminaries to a Hearing

In advance of a hearing in which the university administration will attempt to substantiate charges against a faculty member, the executive vice president and provost shall send the faculty member:

1. A copy of the Board of Trustees Governance Documents, the university constitution and bylaws, and such other statements as may concern the rights of the faculty member;

2. A copy of specific charges against the faculty member;

3. A summary of the principal evidence presented in support of the charge, and a preliminary list of witnesses the university administration plans to call;

4. The names of the members comprising the Hearing Panel;

5. Notice of the date of the hearing, insuring that at least 20 days elapses between the date on which the chair of the Hearing Panel notifies the faculty member of the hearing date and the date of that hearing so that the faculty member can prepare a defense;

6. A formal invitation to attend the hearing and notice of the right to be accompanied to the hearing by an NIU faculty colleague and general counsel. The faculty member shall acknowledge to the executive vice president and provost, in writing, receipt of the notices.

(C) Step 3: The Hearing

1. The Hearing Panel from which a hearing committee may be chosen shall comprise 20 members elected by the Faculty Senate by secret ballot. Prior to the balloting, the Rules, Governance and Elections Committee shall, by lot, select the names of 34 tenured members of the university's faculty from a list containing the names of all such tenured members of the university's faculty except those members holding a university administrative appointment or those on leave. Members of the Hearing Panel shall serve one-year terms and shall be eligible for re-election. When a hearing is to be held, the chair of the Rules, Governance and Elections Committee shall notify the executive vice president and provost and the faculty member concerned of the names of the hearing panel members. Within a week of this notification, the executive vice president and provost and the faculty member concerned shall, at their discretion, exercise no more than three challenges each. Members of the Hearing Panel may, on their own initiative, inform the chair of the Rules, Governance and Elections Committee that they wish to be removed from the Hearing Panel because they are interested parties connected with the pending case. The chair of the Rules, Governance and Elections Committee shall convene the remaining members of the Hearing Panel who shall choose by lot a committee of five to conduct the hearing. The hearing committee shall select one of its number as chair.

2. A hearing shall be closed unless the faculty member requests it to be open; however, the hearing committee may upon its own initiative, or shall in response to a request by the faculty member or the executive vice president and provost, invite one or more educational associations concerned with academic freedom to send a representative as an observer.

3. The hearing committee shall arrange to have a verbatim record kept of the hearing, and shall make a copy of this record available in identical form and at the same time to the faculty member (without charge) and to the president of the university.

4, The hearing committee will grant adjournments to enable either party to investigate evidence concerning which the committee deems a valid claim of surprise has been made.

5. The faculty member will be afforded an opportunity to obtain necessary

witnesses and documentary or other evidence, and the executive vice president and provost will, insofar as possible, secure the cooperation of such witnesses and make available necessary documents and other evidence possessed by the university.

6. The faculty member and the university will have the right to confront and question all witnesses. Where a particular witness cannot or will not appear, but the committee determines that the interests of justice require admission of that witness's statement, the committee will identify the witness, disclose the statement, and, if possible, provide for written answers by the witness to questions posed by the parties to the dispute.

7, In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this university or other institutions of higher education.

8. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence which may be of probative value in determining the issues involved. Every effort shall be made to obtain all such evidence.

9. The findings of fact and the decision will be based solely on the hearing record.

10. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or the university will be avoided so far as possible until the proceedings, including any consideration by the Board of Trustees, have been completed. The president and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing.

11. If a majority of the hearing committee concludes that adequate cause for dismissal has not been established by the evidence of the record, it will so report to the president. If the president rejects the report, the reasons for the rejection shall be stated in writing to the hearing committee and to the faculty member and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it shall so recommend, with supporting reasons.

(D) Step 4: Appeal to the Board of Trustees

If dismissal or other penalty is recommended, the president shall, on request of the faculty member, transmit the record of the case to the Board of Trustees. If the Board of Trustees agrees to consider the case, the following procedure is

recommended. The board's review should be based on the record of the committee hearing, and it should provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. Either the decision of the hearing committee should be sustained, or the proceeding should be returned to the committee with specific objections. The committee should then reconsider, taking into account the stated objections and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final decision only after study of the committee's reconsideration.

ARTICLE 13:
SABBATICAL LEAVE POLICY

13.1 The university shall award sabbatical leaves for the purpose of supporting and encouraging scholarship (research or artistry) on the part of individual faculty members in order to strengthen the academic programs of the university.

13.2 The criteria upon which the merit of sabbatical leaves shall be judged shall be the quality of the proposed scholarship, the capacity of the applicant to conduct the work, reports on previous sabbatical leaves by the applicant, and the likelihood of the completion of the proposed project.

13.3 The procedure followed is presented below:

13.3.1 Each applicant for sabbatical leave shall propose a program of scholarship which is capable of being substantially advanced by means of the leave. The applicant shall indicate the nature of the program, its present state of development, and, in some detail, plans for advancing the program during the leave. Documentation may be submitted in support of the application.

13.3.2 Each application shall be submitted through the chair of the department in which the applicant holds rank for review by the department personnel committee. In consultation with the chair, the committee shall (1) evaluate the merit of each sabbatical leave application in the department; (2) if there is more than one such application, rank them in order of merit; and (3) recommend the approval or disapproval of each application, forwarding it through the dean to the appropriate college personnel committee. The chair shall prepare a cover letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied. In the case of multiple applications from the same department/school, the chair/director, in concert with the department personnel committee (and with the dean if necessary), shall determine if sufficient resources are available to reasonable accommodate the absence of all faculty members requesting sabbaticals. Only sabbatical requests that can be reasonable accommodated shall be forwarded to the college personnel committee. Differences of opinion between a majority of the personnel committee and the department chair shall be resolved at the department level whenever possible. Otherwise, they shall be reported in detail to the college personnel committee. The department chair shall notify each applicant, in writing, concerning the committee's recommendation including ranking. A request for reconsideration of the committee's recommendation shall be filed within 14 days of the date of the notification from the chair. They shall be heard within the department in accordance with department policies, prior to the start of the deliberations of the college personnel committee.

13.3.3 Individuals with academic rank in the University Libraries or in a college without academic departments shall submit their applications to the personnel committee of their unit. Those leaves which are approved shall be forwarded with accompanying justification to the Faculty Senate Personnel Committee. The chief administrative officer

of the unit shall prepare a letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied.

13.3.4 The college personnel committee, in consultation with the dean, shall evaluate the applications from all departments in the college, taking into account department recommendations. The committee shall review any differences of opinion referred to it by the departments and act in accordance with its own best judgment on the dispute. On a college-wide basis, the committee shall rank applications recommended for approval by the department personnel committees. The ranking shall respect, insofar as possible, the rankings provided by the departments and shall be based upon the committee's judgment of the relative scholarly (research or artistry) merit of each project. Any changes in departmental ranking of sabbatical leave applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The college dean shall notify each applicant, in writing, concerning the committee's recommendation. Appeals of the committee's recommendation shall be filed within 14 days of the dean's notification; they shall be heard in accordance with the policies of the college, prior to the deliberations of the university-level personnel committee. The college committee, through the dean, shall forward its recommendations to the executive vice president and provost. The dean shall prepare a cover letter to accompany the college recommendations which explains how the rankings were developed and how the criteria were applied. Where differences between a majority of the college personnel committee and the dean are not resolved at the college level, they shall be reported in detail to the Faculty Senate Personnel Committee.

13.3.5 Individuals with rank in an academic department, but assigned to more than half-time administrative duties outside the college or department, as well as faculty no-rank persons, may submit a sabbatical proposal for scholarship on a topic appropriate to the applicant's responsibilities and in accordance with the expertise involved in the person's position. Such requests shall be submitted to the personnel committee of the administrative unit involved, or, where no personnel committee exists, to the applicant's immediate supervisor. Those leaves which are approved shall then be forwarded with accompanying justification to the next level until they reach the level of dean or vice president. The sabbatical leave requests should be rank ordered at that level and then submitted through the executive vice president and provost to the Faculty Senate Personnel Committee.

13.3.6 Taking into account the recommendations of the appropriate committees, the Faculty Senate Personnel Committee, in consultation with the executive vice president and provost, shall evaluate all applications for sabbatical leaves. The committee shall resolve any differences of opinion referred to it. The committee shall combine the rankings of the several colleges, taking care in the process to retain the relative rankings of the applicants from each college. The university rankings shall be based upon the committee's judgment of the relative scholarly merit of each proposal. Taking into account the number of leaves available and its merit-ranking of proposals, the committee shall assign each application to one of three classes: (1) leaves granted, (2) standby leaves, (3) leaves disapproved. Any changes in departmental ranking of sabbatical leave

applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The executive vice president and provost shall notify each applicant in writing concerning Faculty Senate Personnel Committee's action. Appeals of the committee's action shall be filed within 14 days of the executive vice president and provost's notification and they shall be heard, and action taken on them, before the committee's action is forwarded to the president by the executive vice president and provost. If an approved leave is declined by a faculty member, the executive vice president and provost shall assign that leave to the highest-ranking applicant on the standby list.

13.4 Sabbatical Policies

13.4.1 Sabbatical leaves shall ordinarily be limited to tenured faculty members and non-temporary supportive professional staff members. Throughout Bylaw 13.4, the term "faculty" shall include both ranked and no-rank (supportive professional staff) faculty, unless specifically specified to the contrary.

13.4.2 Sabbatical leaves shall be granted only in connection with proposed or ongoing programs that promise to enhance the professional competence and improve the professional standing of the faculty member.

13.4.3 Sabbatical leaves ordinarily shall not be granted to a faculty member in order: (a) to revise books designed primarily for use as texts, (b) to retrain or develop competencies primarily for a different professional position; (c) primarily to visit various locations of general, professional, or academic interest; (d) to perform full-time duties at another institution similar to the duties presently performed at NIU; (e) to complete a doctoral or other terminal degree; (f) to carry out formal study at NIU. Sabbatical leaves for a semester at full pay shall not be granted to a faculty member if, during the leave, the faculty member is to undertake full- or part-time employment that is not an integral part of the scholarly purpose of the leave.

13.4.4 Within 30 days following resumption of regular duties at the university, the faculty member shall submit a written report to the department or division chair, to the dean or director, and to the executive vice president and provost, describing the personal scholarly activities during the sabbatical leave. Each report must include a brief statement of the scholarly purpose for which the leave was granted. The report shall become a part of each ranked faculty member's service record for the purpose of merit evaluation as described in Section 11.2.5.1 of the Bylaws, and as a basis for evaluation of subsequent leave requests for all faculty. The departmental personnel committee and the department chair will review the report and indicate whether there is adequate documentation of the completion of work outlined in the sabbatical proposal or its equivalent. This departmental review will be completed during the same semester that the sabbatical report has been submitted. A copy of the review will be sent to the dean and executive vice president and provost's office for incorporation with the report in the faculty member's sabbatical record for consideration in recommendations by the Faculty Senate Personnel Committee regarding future sabbatical leave proposals. An individual granted

a sabbatical leave assumes a professional obligation to return to NIU for a period of at least one year subsequent to the leave. At the request of the executive vice president and provost approximately two years after the sabbatical leave, each faculty member will submit a report on the sabbatical outcomes related to research and artistry, teaching, and/or engagement and outreach. This information will be compiled for a report to the NIU Board of Trustees.

13.4.5 Sabbatical leaves shall be for one semester at full pay, or one academic year at half-pay or for equivalent time as agreed among the faculty member, the employing unit(s), and the relevant vice president. Persons on 12-month appointments are also eligible for two consecutive summer sessions at full pay.

13.4.6 Each sabbatical leave application and project shall be considered anew each year.

13.4.7 A first sabbatical leave shall be granted only to a faculty member who will have completed five years of full-time service by the time the leave begins. Full-time service on a temporary appointment shall count toward a sabbatical leave. Periods of time on leaves of absence without pay shall count toward a sabbatical leave provided the Faculty Senate Personnel Committee judges the activity associated with that leave without pay to be comparable in professional significance to service as a member of the faculty.

13.4.8 A subsequent sabbatical leave may not begin before a faculty member has completed full-time service for six years (i.e., 72 months) since the end of his or her most recent sabbatical leave.

Then NIU Bylaws, Article 8.4.4 amendment approved by the University Council on 2/22/2012.

ARTICLE 14: *(formerly Article 8)*
FACULTY SENATE RESPONSIBILITIES TO THE FACULTY

14.1 The Faculty Senate shall report its proceedings to the faculty on a timely basis, shall distribute in advance its schedule of meetings, and shall inform the faculty of significant issues coming before it.

14.2 At the request of one-third of the Faculty Senate voting membership present, any matter must be submitted to the faculty for consideration, either by mail ballot or at a faculty meeting.

14.3 The Faculty Senate shall have the right ~~in accordance with University Bylaws 14.9~~ to call meetings of those university faculty who, regardless of tenure status, meet the definition of faculty in Article 1.3 of the University Bylaws.

ARTICLE 15:
FACULTY AND SPS PERSONNEL ADVISOR

The Faculty and SPS Personnel Advisor is a resource person whose services are available to any faculty member (ranked or no-rank faculty), administrator, Supportive Professional Staff member, or personnel body in the university. The advisor's role includes such activities as the following:

- To advise faculty and SPS members about the personnel policies and procedures within the university and the courses of action open to faculty and SPS members;
- To advise and assist faculty and SPS members who are experiencing difficulties with the personnel process;
- To advise and assist faculty and SPS members dissatisfied with personnel decisions;
- To observe the workings of the personnel process and to recommend needed changes or clarification;
- And to serve as grievance officer in cases of faculty pursuing the grievance procedure set forth in Section 16.2 of these bylaws.

15.1 Qualifications

The advisor shall be a full-time, tenured faculty member. The advisor shall have had experience with the personnel process at various levels, and be familiar with the administrative structure and operations of the university.

15.2 Conditions of Employment

15.2.1 The advisor shall receive compensation equal to one month of the median salary of all tenured professors each semester and summer session funded through the budget of the University Council.

15.2.2 Secretarial assistance shall be provided.

15.2.3 The advisor may not hold membership on any personnel committee within the university dealing with matters relating to merit evaluations of faculty not holding administrative positions, salary increments, tenure, promotion in rank, or leaves of absence.

15.2.4 The advisor shall receive an initial two-year appointment consisting of eleven months each year, renewable for an additional 11 months. The advisor shall be ineligible for a successive term.

15.2.5 Files generated by the Faculty and SPS Personnel Advisor are the property of the office of the Faculty and SPS Advisor and shall be kept for eight years. Only the Faculty

and SPS Advisor shall have access to the files. After eight years, the files shall be destroyed, except that non-identifying, aggregate data may be kept indefinitely.

15.2.6 The Faculty and SPS Personnel Advisor shall make an annual report which will summarize the activities of the advisor (in such a way as to keep clients' identities anonymous), identify the strengths and weaknesses of the personnel process, and make recommendations for changes in the personnel process. The Faculty and SPS Personnel Advisor Annual Report shall be submitted to the University Council and the Faculty Senate. The FSPSPA Annual Report will be submitted by July 31 of each year.

15.3 Method of Selection

The Faculty and SPS Personnel Advisor shall be elected by the Faculty Senate in the spring for a two-year term to begin at the start of the fall semester.

Then NIU Bylaws, Article 9.2.1 amendment approved by University Council on 04/09/2008.
Then NIU Bylaws, Article 9 amendment approved by University Council on 04/30/2008.
Then NIU Bylaws, Article 9 amendment to opening paragraph and bullet points approved by University Council on 04/29/2015.

ARTICLE 16:
GRIEVANCE PROCEDURES FOR VIOLATIONS OF ACADEMIC FREEDOM

This article provides opportunities through which faculty members can seek adjudication of allegations of violations of their academic freedom by other members of the university administration, faculty, or staff. Opportunities for adjudication of allegations regarding unfair treatment during the operation of university personnel procedures are provided in Article 7 of these bylaws. Opportunities for adjudication of allegations of discrimination on the basis of sex, race, color, national origin, age, marital status, sexual orientation, handicapped status, religious views or affiliation, political views or affiliation, or other factors unrelated to professional performance are provided under Section 12.2.5 of these bylaws, and may be addressed by the provisions of NIU Bylaws Article 11 as well.

16.1 In all cases in which a faculty member alleges violation of his or her academic freedom, the burden of proof that such a violation has occurred shall lie with the faculty member, who shall have responsibility for making a case in accordance with the procedures stipulated.

16.2 If the faculty member believes that his or her academic freedom has been violated, whether by an administrator, other faculty or students, or by majority decision of an elected faculty committee, the faculty member shall assemble all available evidence which sustains such an allegation. An attempt shall first be made to resolve the issue through informal procedures, including conferences with those alleged to have committed the violation, with the appropriate dean, and with the executive vice president and provost.

16.3 If such procedures fail to resolve the issue, the complainant shall submit to the Faculty Senate Personnel Committee a written statement including (1) the names of those charged with the academic freedom violation, (2) a list of specific charges with reference to each person charged, and (3) a request for a hearing. The Faculty Senate Personnel Committee shall meet with the complainant and consider the evidence. Thereafter it shall determine whether sufficient grounds exist to warrant a hearing. No officer of academic administration shall participate in this determination. The decision of the Faculty Senate Personnel Committee shall be final.

16.4 If the Faculty Senate Personnel Committee determines that sufficient grounds do exist, it shall grant the faculty member the proceedings set forth above under section 12.3.2(C), Step 3: The Hearing. In those proceedings, the burden of proof that decisions or actions have violated the complainant's academic freedom shall lie with the complainant.

16.5 If the final decision supports the complainant, the body reaching that decision shall recommend such redress as it deems suitable.

Then NIU Bylaws, Article 10 amendment approved by University Council on 05/05/2004.

ARTICLE 17:
ELIMINATION OF ACADEMIC PROGRAMS AND REASSIGNMENT OF FACULTY

17.1 Principles Governing Consideration of Program Elimination

Whenever elimination of an academic program is under consideration, every effort shall be made to ~~insure~~ ensure that all discussions and deliberations regarding program elimination are as open and inclusive as possible. In particular, regardless of the specific mechanisms and procedures through which these deliberations occur consistent with established principles of "shared governance," all members of the university community, including University Council, shall be explicitly invited, in as timely a fashion as possible, to make their views known to those charged with making the recommendation regarding retention or elimination of an academic program.

17.2 Principles Governing Reassignment of Tenured Faculty

In the event that an academic program is eliminated:

17.2.1 The university shall make every effort to expedite reassignment of affected faculty to compatible units on the campus.

17.2.2 The Faculty and SPS Personnel Advisor and the Faculty Development Office shall be available to assist in making such reassignments as easy as possible for both individual faculty members and the academic units concerned.

17.2.3 The executive vice president and provost's office shall actively assist deans and chairs to help ~~insure~~ ensure that all such reassignments occur with a minimum of difficulty and disruption.

Then NIU Bylaws, Article 21 amendment approved by University Council on 04/30/2008.

ARTICLE 18: *(formerly Article 9)*
STATEMENT OF PROFESSIONAL ETHICS FOR FACULTY AT NORTHERN ILLINOIS UNIVERSITY

18.1 Faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject as researchers and scholars is to seek and to state the truth as they see it. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although faculty may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

18.2 As teachers, faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Faculty demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Faculty make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They do not discriminate against, exploit or harass students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

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

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

18.5 As members of their community, faculty have the rights and obligations of other citizens. Faculty measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

ARTICLE 19: *(formerly Article 10)*
AMENDMENT OF FACULTY SENATE BYLAWS

19.1 Written notice of a proposed amendment to the Faculty Senate Bylaws may be presented at any regular meeting of the Faculty Senate, but no action shall be taken on a proposed amendment until at least the next regular meeting of the Faculty Senate. The waiting period may be waived by a vote of three-fourths of the members voting.

19.2 No amendment may be in conflict with the provisions of either the University Constitution or the University Bylaws.

19.3 To become effective, an amendment must be approved by a vote of two-thirds of those voting provided at least two-thirds of the voting members are present.

All University Change

Admissions Policy Change 2019-2020 Undergraduate Catalog **LINK**

Application Procedure

Application Materials

Correspondence about undergraduate admission to the university should be addressed to the Office of Undergraduate Admissions, Northern Illinois University, 1425 W. Lincoln Highway, DeKalb, Illinois 60115-2857. All applicants may be requested to submit the following materials:

A formal application for admission
An official high school transcript indicating ~~class rank and~~ courses completed ~~Class rank should be indicated as of the end of the sixth, seventh, or eighth semester unless the applicant will be an early graduate.~~
~~An official ACT assessment or SAT Reasoning Test score report. (Students' copies cannot be accepted.) The ACT code for NIU is 1102. The SAT code for NIU is 1559.~~
An official transcript from each college attended
Application fee

Any homeschooled students, students who attend high schools that do not provide grades, and those with a GED passing score will be asked to submit additional qualitative information such as a personal statement(s) and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

Application Deadlines

The size of the freshman class will be determined by the level of university resources available to maintain the quality of academic programs. The schedule on which applications will be reviewed provides for competitive admissions ~~by class rank and ACT/SAT scores~~ on a space-available basis.

ACT/SAT Scores Not Required

~~Applicants must take either the ACT or SAT Reasoning Test assessment and request that the score reports be forwarded to NIU from the testing company. Although NIU welcomes the addition of the writing tests introduced by both ACT and SAT, NIU will recommend but not require the ACT writing test and consider only the SAT critical reading and mathematical scores for admission consideration until the predictive value of the writing test is determined. The ACT~~

~~code for NIU is 1102. The SAT code for NIU is 1559. Applicants who have not taken either of these tests should contact their local high school or community college counselor to register for a testing session. Applicants who have never taken one of the tests and have been out of high school for more than three years may request in writing a waiver of this requirement. ACT/SAT scores will not affect the admission of postbaccalaureates or of transfer students with 24 or more transferable semester hours.~~

ACT and SAT scores are **not** required for admission to Northern Illinois University. For those applicants, regardless of GPA, who are applying to programs with limited admissions requirements (which may include an SAT or ACT), they must still meet those requirements for admissions consideration. See Limited Admissions Requirements. The ACT code for NIU is 1102 and the SAT code for NIU is 1559.

Admissions Criteria

Freshmen

An applicant for freshman admission must be a graduate of a secondary school at the time of enrollment or have attained high school equivalency through the General Educational Development (GED) test. Applicants must submit:

- A formal application for admission
- An official high school transcript indicating ~~class rank,~~ GPA~~,~~ and courses completed or an official GED score report
- ~~An official ACT score report sent to NIU by ACT Inc. or an official SAT score report sent to NIU by the College Board.~~
- Application fee

Any homeschooled students, students who attend high schools that do not provide grades, and those with a GED passing score will be asked to submit additional qualitative information such as a personal statement(s) and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

Individuals applying for admission will be evaluated and notified of their admission decision according to the “Criteria for Admission” and “Schedule for Application Review.”

Please note that the actual size of the new freshman class will be determined by the level of university resources available to maintain the quality of academic programs. The schedule on which applications will be reviewed provides for competitive admissions ~~by class rank and ACT/SAT score~~ on a space-available basis.

Criteria for Admission

Individuals will be considered for admission if they meet one of the following sets of criteria. Weighted and unweighted GPA will be considered.

Applicants who have graduated or will graduate from a secondary school prior to enrollment at NIU ~~must meet~~ will be assessed for admissions utilizing the following criteria:

Applicants who ~~rank in the upper half of their graduating class or who~~ have a GPA of at least ~~2.75~~ 3.00 on a 4.00 scale, ~~must have a composite ACT score of at least 19 or an SAT total score of 990. For SAT exams taken March 2016 or prior, a critical reading and mathematics SAT score of at least 910 is required. OR~~ are eligible for automatic admittance to NIU.

Applicants who ~~do not rank in the upper half of their class, but who rank in the upper two thirds of their graduating class or who~~ have a GPA between 2.50 and 2.99 on a 4.00 scale~~, must have a minimum composite ACT score of 23 or an SAT total score of 1140. For SAT exams taken March 2016 or prior, a SAT critical reading and mathematics score of 1070 is required.~~ are eligible for a holistic application review by the Office of undergraduate Admission for an admission decision. Applicants who are not initially admitted by the Office of Undergraduate Admissions can make an appeal for an additional holistic review by the University Review Committee. The University Review Committee is composed of key stakeholders from across the university, including one member from each college at NIU.

Applicants who have a GPA between 2.00 and 2.49 on a 4.00 scale~~,~~ will have their application go before the University Review Committee for a decision based on a holistic review.

For those applicants, regardless of GPA, who are applying to programs that require a portfolio review, audition, or other limited admissions requirements (which may include an SAT or ACT), must still meet those requirements for admissions consideration. See Limited Admissions Requirements.

To support NIU's mission, the Holistic Admission Review is flexible, highly individualized, and evaluates academic and contextual factors such as:

- ☐ Academic course rigor pursued compared to available courses
- ☐ Academic performance and grade trends in core courses
- ☐ 7th semester High School academic performance

For select applicants, additional qualitative information can be requested and considered such as a personal statement and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

~~In addition to the high school class rank and ACT/SAT score requirements,~~ All applicants must have successfully completed the following high school courses (one unit equals one year).

English. Four units (three of which must be courses emphasizing written and oral communication and literature).

Mathematics. Three to four units of college preparatory mathematics, including one year of geometry and one year of advanced algebra and/or trigonometry. For students intending to major in mathematics, science, business, or engineering, four years of college preparatory mathematics are strongly recommended. Further, all students, regardless of intended major, are strongly encouraged to take a mathematics course or a course with a mathematics prerequisite during the year before they enroll in a mathematics course at NIU.
Science. Two to three units (two of which must be courses in the physical or biological sciences). One unit must be a laboratory science course.

Social Studies. Two to three units (one of which must be U.S. history or a combination of U.S. history and government).

Foreign Language, Art, Music, or Vocational Education. One to two units (one of which must be course work in foreign language, art, or music).

Additional Course Work. Up to three units of the required fifteen may be distributed throughout any of the five categories of course work listed above. Vocational education may satisfy up to three of the units.

Students who complete the required fifteen units in college preparatory courses, including two years of a foreign language, advanced mathematics, composition, literature, and at least one unit in chemistry or physics, will be more likely to (a) qualify for advanced placement or proficiency credit, and (b) complete their programs of study within the amount of time anticipated for a given baccalaureate degree from NIU.

Applicants who have attempted transferable college-level credit at the time of application, and are entering the University in the academic year following their graduation from secondary school or its equivalent are evaluated using freshman admission requirements.

Applicants who are not high school graduates must have attained high school equivalency through the General Educational Development (GED) test. ~~In addition, applicants must have a minimum composite ACT score of 23 or an SAT total score of 1140. For SAT exams taken March 2016 or prior, a minimum critical reading and mathematics SAT score of 1070 is required.~~ In addition to a GED passing score, applicants will be required to submit qualitative information such as a personal statement(s), and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation. Applicants with a GED passing score will have their application go before the University Review Committee for a decision based on holistic review.

Freshman Petition Review

Applicants with a GPA less than 2.00 on a 4.00 scale do not meet the GPA requirements for admission. However, upon admission denial, they can make an appeal for a holistic review by the University Review Committee.

~~Freshman applicants who believe their application warrants additional consideration despite their not fulfilling the minimum ACT/SAT score, high school rank, and/or course-specific requirements described above may petition for review of their application status.~~ To request such a review, prospective freshmen must have a letter of petition on file in the Office of Admissions by the dates listed below. The letter should describe circumstances relevant to the petition, including information about academic potential that is not reflected through ~~the ACT/SAT scores or~~ high school performance.

Term	***Petition by***
Spring	November 15
Summer	May 1
Fall	July 15

International Students

International undergraduate students are asked to submit the following materials for admission to NIU: Official school records from all schools attended (with official English translation), all official test scores (including TOEFL, IELTS, or PTE Academic~~, SAT, and/or ACT~~), admissions application, and an application fee. Note: the ACT or SAT is not required for international freshmen applicants. ~~from foreign high schools. The ACT or SAT is required for international freshmen applicants from U.S. high schools.~~ F-1 and J-1 students must also submit proof of financial ability in order to receive their immigration documents.

~~Special Admissions to the University~~ McKinley "Deacon" Davis CHANCE Program

~~Admissions Criteria~~

~~Students who demonstrate strong motivation and potential for success in college but who do not meet one or more of the traditional criteria for admission to NIU may be considered for alternate admission using the services of CHANCE. Beyond the ACT/SAT and high school performance records, NIU looks for characteristics such as special talents, significant activities and accomplishments, leadership potential, personal commitment, and goal orientation. Admission can thus be extended to students who agree to conscientiously make use of the Educational Services and Programs, which includes CHANCE, ACCESS, and related university services as a means to ensure success at NIU.~~

The McKinley “Deacon” Davis CHANCE Program provides academic, social, financial and organizational guidance through personalized coaching and a unique campus-wide support system to ensure long-term student success. NIU will conduct a holistic review of each student

application to determine eligibility for the CHANCE program and if the student would benefit from its services. Identified students are anticipated to participate in the CHANCE program.

~~**Admissions Procedures**~~

~~Official admission is not considered final until all of the following steps have been completed.~~
~~Submit a completed undergraduate admissions application for priority consideration by March 1.~~
~~Submit application fee.~~
~~Submit an official high school transcript.~~
~~Have official ACT or SAT scores sent to NIU.~~
~~Write and submit a personal statement.~~
~~Meet with a CHANCE counselor for a personal interview.~~
~~Participate in a residential two-day summer orientation session at NIU.~~
~~Sign all agreements and official acceptance papers.~~

Undergraduate Academic Programs

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Honors Program

Admissions Requirements

The UHP welcomes not only freshmen but students who wish to enroll in the UHP during or after their freshman year, either from within NIU, as transfer students, or as graduates of community colleges with an associate's degree (A.A. or A.S.) in a baccalaureate-oriented program.

Admission ~~of entering freshmen~~ into the UHP is based on a holistic review of applications, including GPA, UHP admission essay, and other information provided in the application. ~~minimum composite ACT score of 27 or SAT score of 1280, and a 3.75 GPA~~. Students whose record of achievement reflects quality work but who do not meet the criteria for admission are invited to apply for admission on provisional status ~~as space permits~~. ~~Students at NIU or who transfer from other institutions may join the UHP if they have a cumulative GPA, from all higher educational institutions, of 3.30 or better (on a 4.00 scale).~~

*For freshmen who are applying to the UHP with the intention of enrolling in the program for fall 2020 or before, admission decisions will continue to be based on a minimum composite ACT score of 27 or SAT score of 1280, and a 3.75 HS GPA to honor the outgoing admission criteria. However, you are also welcome to apply based on the holistic criteria which are test blind. Transfer students or continuing NIU students who are applying to the UHP with the intention of enrolling in the program for fall 2020 or before may apply with a cumulative GPA, from all higher educational institutions, of 3.30 or better (on a 4.00 scale), also to honor outgoing admission criteria.

All University Change

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Application Procedure

Application Materials

Correspondence about undergraduate admission to the university should be addressed to the Office of Undergraduate Admissions, Northern Illinois University, 1425 W. Lincoln Highway, DeKalb, Illinois 60115-2857. All applicants may be requested to submit the following materials:

A formal application for admission
An official high school transcript indicating courses completed
An official transcript from each college attended
Application fee

Any homeschooled students, students who attend high schools that do not provide grades, and those with a GED passing score will be asked to submit additional qualitative information such as a personal statement(s) and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

Application Deadlines

The size of the freshman class will be determined by the level of university resources available to maintain the quality of academic programs. The schedule on which applications will be reviewed provides for competitive admissions on a space-available basis.

ACT/SAT Scores Not Required

ACT and SAT scores are **not** required for admission to Northern Illinois University. For those applicants, regardless of GPA, who are applying to programs with limited admissions requirements (which may include an SAT or ACT), they must still meet those requirements for admissions consideration. See Limited Admissions Requirements. The ACT code for NIU is 1102 and the SAT code for NIU is 1559.

Admissions Criteria

Freshmen

An applicant for freshman admission must be a graduate of a secondary school at the time of enrollment or have attained high school equivalency through the General Educational Development (GED) test. Applicants must submit:

A formal application for admission
An official high school transcript indicating GPA and courses completed or an official GED score report
Application fee

Any homeschooled students, students who attend high schools that do not provide grades, and those with a GED passing score will be asked to submit additional qualitative information such as a personal statement(s) and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

Individuals applying for admission will be evaluated and notified of their admission decision according to the "Criteria for Admission" and "Schedule for Application Review."

Please note that the actual size of the new freshman class will be determined by the level of university resources available to maintain the quality of academic programs. The schedule on which applications will be reviewed provides for competitive admissions on a space-available basis.

Criteria for Admission

Individuals will be considered for admission if they meet one of the following sets of criteria. Weighted and unweighted GPA will be considered.

Applicants who have graduated or will graduate from a secondary school prior to enrollment at NIU will be assessed for admissions utilizing the following criteria:

Applicants who have a GPA of at least 3.00 on a 4.00 scale are eligible for automatic admittance to NIU.

Applicants have a GPA between 2.50 and 2.99 on a 4.00 scale are eligible for a holistic application review by the Office of Undergraduate Admission for an admission decision. Applicants who are not initially admitted by the Office of Undergraduate Admissions can make an appeal for an additional holistic review by the University Review Committee. The University Review Committee is composed of key stakeholders from across the university, including one member from each college at NIU.

Applicants who have a GPA between 2.00 and 2.49 on a 4.00 scale will have their application go before the University Review Committee for a decision based on a holistic review.

For those applicants, regardless of GPA, who are applying to programs that require a portfolio review, audition, or other limited admissions requirements (which may include an SAT or ACT), must still meet those requirements for admissions consideration. See Limited Admissions Requirements.

To support NIU's mission, the Holistic Admission Review is flexible, highly individualized, and evaluates academic and contextual factors such as:

- ☐ Academic course rigor pursued compared to available courses
- ☐ Academic performance and grade trends in core courses
- ☐ 7th semester High School academic performance

For select applicants, additional qualitative information can be requested and considered such as a personal statement and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation.

All applicants must have successfully completed the following high school courses (one unit equals one year).

English. Four units (three of which must be courses emphasizing written and oral communication and literature).

Mathematics. Three to four units of college preparatory mathematics, including one year of geometry and one year of advanced algebra and/or trigonometry. For students intending to major in mathematics, science, business, or engineering, four years of college preparatory mathematics are strongly recommended. Further, all students, regardless of intended major, are strongly encouraged to take a mathematics course or a course with a mathematics prerequisite during the year before they enroll in a mathematics course at NIU.

Science. Two to three units (two of which must be courses in the physical or biological sciences). One unit must be a laboratory science course.

Social Studies. Two to three units (one of which must be U.S. history or a combination of U.S. history and government).

Foreign Language, Art, Music, or Vocational Education. One to two units (one of which must be course work in foreign language, art, or music).

Additional Course Work. Up to three units of the required fifteen may be distributed throughout any of the five categories of course work listed above. Vocational education may satisfy up to three of the units.

Students who complete the required fifteen units in college preparatory courses, including two years of a foreign language, advanced mathematics, composition, literature, and at least one unit in chemistry or physics, will be more likely to (a) qualify for advanced placement or proficiency credit, and (b) complete their programs of study within the amount of time anticipated for a given baccalaureate degree from NIU.

Applicants who have attempted transferable college-level credit at the time of application, and are entering the University in the academic year following their graduation from secondary school or its equivalent are evaluated using freshman admission requirements.

Applicants who are not high school graduates must have attained high school equivalency through the General Educational Development (GED) test. In addition to a GED passing score, applicants will be required to submit qualitative information such as a personal statement(s), and/or an admissions interview which look for characteristics that can include special talents, significant activities and accomplishments, leadership potential, personal commitment and goal orientation. Applicants with a GED passing score will have their application go before the University Review Committee for a decision based on holistic review.

Freshman Petition Review

Applicants with a GPA less than 2.00 on a 4.00 scale do not meet the GPA requirements for admission. However, upon admission denial, they can make an appeal for a holistic review by the University Review Committee.

To request such a review, prospective freshmen must have a letter of petition on file in the Office of Admissions by the dates listed below. The letter should describe circumstances relevant to the petition, including information about academic potential that is not reflected through high school performance.

Term	*Petition by*
Spring	November 15
Summer	May 1
Fall	July 15

International Students

International undergraduate students are asked to submit the following materials for admission to NIU: Official school records from all schools attended (with official English translation), all official test scores (including TOEFL, IELTS, or PTE Academic), admissions application, and an application fee. Note: the ACT or SAT is not required for international freshmen applicants. F-1 and J-1 students must also submit proof of financial ability in order to receive their immigration documents.

McKinley "Deacon" Davis CHANCE Program

The McKinley “Deacon” Davis CHANCE Program provides academic, social, financial and organizational guidance through personalized coaching and a unique campus-wide support system to ensure long-term student success. NIU will conduct a holistic review of each student application to determine eligibility for the CHANCE program and if the student would benefit from its services. Identified students are anticipated to participate in the CHANCE program.

Undergraduate Academic Programs

Admissions Policy Change 2019-2020 Undergraduate Catalog LINK

Honors Program

Admissions Requirements

The UHP welcomes not only freshmen but students who wish to enroll in the UHP during or after their freshman year, either from within NIU, as transfer students, or as graduates of community colleges with an associate's degree (A.A. or A.S.) in a baccalaureate-oriented program.

Admission into the UHP is based on a holistic review of applications, including GPA, UHP admission essay, and other information provided in the application. Students whose record of achievement reflects quality work but who do not meet the criteria for admission are invited to apply for admission on provisional status.

*For freshmen who are applying to the UHP with the intention of enrolling in the program for fall 2020 or before, admission decisions will continue to be based on a minimum composite ACT score of 27 or SAT score of 1280, and a 3.75 HS GPA to honor the outgoing admission criteria. However, you are also welcome to apply based on the holistic criteria which are test blind. Transfer students or continuing NIU students who are applying to the UHP with the intention of enrolling in the program for fall 2020 or before may apply with a cumulative GPA, from all higher educational institutions, of 3.30 or better (on a 4.00 scale), also to honor outgoing admission criteria.

Are GPAs an Inconsistent Measure of College Readiness across High Schools? Examining Assumptions about Grades versus Standardized Test Scores

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ABSTRACT

High school GPAs (HSGPAs) are often perceived to represent inconsistent levels of readiness for college across high schools, while test scores (e.g., ACT scores) are seen as comparable. This study tests those assumptions, examining variation across high schools of both HSGPAs and ACT scores as measures of academic readiness for college. We find students with the same HSGPA or the same ACT score graduate at very different rates based on which high school they attended. Yet, the relationship of HSGPAs with college graduation is strong and consistent, and larger than school effects. In contrast, the relationship of ACT scores with college graduation is weak, smaller than high school effects, and the slope of the relationship varies by high school.

High school course grades are critical indicators of academic performance for students, educators, and institutions of higher education. Yet, standardized test scores are often seen as more reliable and objective indicators of academic preparation than students' grades because all students are judged based on the same tasks under the same conditions. All states use standardized tests to judge students' progress toward college readiness goals, with 45 states using ACT or SAT scores (Nayar, 2015). The use of standardized test scores to monitor students' college readiness is recommended clearly in the *What Works Clearinghouse Practice Guide* on how to prepare students for college, while HSGPAs are discussed as one piece of performance data to consider, along with curriculum and assessments (Tierney, Bailey, Constantine, Finkelstein, & Hurd, 2009). A key assumption behind the emphasis on test scores in policy and practice is that college entrance exams are strong and consistent measures of readiness. Yet, the emphasis on test scores over grades in policy and practice recommendations stands in contrast to research showing high school grade point averages (HSGPAs) are stronger predictors than test scores of college outcomes (Bowen, Chingos, & McPherson, 2009; Geiser & Santelices, 2007; Hiss & Franks, 2014; Kobrin, Patterson, Shaw, Mattern, & Barbuti, 2008).

In this study, we directly address questions about the variability in HSGPAs across high schools as predictors of college readiness, examining whether students with the same HSGPAs are systematically more likely to graduate college if they came from particular high schools, and whether the slope of the relationship differs by high school. We then conduct the same tests with ACT scores. We also discern the extent to which there are high school effects on college graduation that are not captured in either students' HSGPAs or ACT scores.

Prior Literature on the Reliability of Course Grades across Schools and Validity of Tests

Numerous publications give the impression that course grades are not reliable measures of achievement in comparison with test scores. For example, the introduction of a new book on testing and college admissions states:

> ...standardized admissions tests provide a neutral yardstick to assess the performance and promise of students from secondary schools whose course offerings differ sidely in variety and rigor. This is a particularly salient point in an era of widespread grade inflation … (Buckley, Letukas, & Wildavsky, 2018).

Likewise, the introduction of a new report by the Fordham Foundation expresses concern that teachers' grades do not reflect state standards, and wonders how to help parents put more faith in test scores as measures of their students' readiness instead of relying so much on grades (Northern & Petrilli, 2018). These documents reflect current beliefs, which are echoed in the emphasis placed on test scores in policy and in practice recommendations, described above, and often inferred without strong evidence in research studies. However, the evidence is not strong for these beliefs, as described below.

Grades can be seen as non-comparable across schools because they are based on criteria developed by individual teachers, in schools with different curricula. Grades are assigned based on a potentially wide-ranging array of tasks, measured over time, capturing academic knowledge, skills, and academic behaviors, effort, and incorporating teacher judgement. (Bowers, 2011; Brookhart, 1993; Brookhart et al., 2016; Farkas, Sheehan, Grobe, & Shuan, 1990; Kelly, 2008). The fact that grades are based on a wide range of factors, with judgement from many different teachers, makes them potentially highly variable across contexts.

At the same time, the fact that they are based on a large number of raters (teachers) across a wide range of relevant tasks, could actually make them very reliable as indicators of academic readiness for college, where students will also be asked to do a wide range of tasks with different expectations, assessed by many different instructors.

There is no reason to believe *a priori* that tests would necessarily be more reliable than grades as predictors of college performance. Standardized tests assess students on a narrow range of skills (mostly a subset of what students learn in English and math classes) in one type of condition (a timed test), while colleges expect students to have broad knowledge and skills across many subjects, and to show consistent effort in different types of assignments over months at a time. Schools could prepare students for the tests in very different ways (see Koretz, 2017), with different implications for their students' readiness for college.

Moderate correlations with test scores are often used as evidence of unreliability in grades. People sometimes make the argument that grades are "inflated" or "subjective" based on evidence that HSGPAs have increased over time, without concurrent changes in test scores (Camara, Kimmel, Scheuneman, Sawtell, 2004; Gershenson, 2018; Godfrey, 2011; Hurwitz & Lee, 2018), or that students with the same test scores have different HSGPAs at different schools (U.S. Department of Education, 1994; Woodruff & Ziomek, 2004). Pattison, Grodsky, and Muller (2013) describe some of the conceptual flaws in the argument that grades should align tightly with standardized test scores, and suggest focusing instead on the predictive validity of each for later outcomes.

Evidence about the validity of standardized test scores as measures of college readiness has its own weaknesses, making it questionable to use standardized tests as a metric for judging the reliability of grades. SAT and ACT validitation studies tend to be based on improvement in

the prediction of college freshman GPAs when test scores are used together with student-reported HSGPA, relative to models that use student-reported HSGPA alone (e.g., Kobrin, et al., 2008; Noble & Sawyer, 2002; Woodruff & Ziomek, 2004). Researchers argue that because the test scores improve the prediction of college freshman GPAs over and above student-reported HSGPAs, they are valid indicators to adjust for inconsistencies in HSGPAs. However, student-reported HSGPAs are more weakly correlated with college freshman GPAs than unweighted HSGPAs taken from transcripts (Geiser & Santelices, 2006; Kuncel, Credé, & Thomas, 2005; Zwick & Himelfarb, 2011); the studies likely over-estimate the value that test scores provide.

Studies based more heavily on HSGPAs from transcripts than student reports suggest test scores provide little improvement in the prediction of college outcomes. Using data from a large sample of colleges across the country, Bowen, Chingos, and McPherson (2009) found the relationship of SAT and ACT scores with college outcomes was small and sometimes not significant (depending on institution type), controlling for HSGPAs, comparing students in the same colleges. In contrast, HSGPAs had a strong relationship with college outcomes controlling for students' test scores. Hiss and Franks (2014) concluded that students in test-optional colleges who did not submit test scores had similar or better college outcomes than students in the same colleges with similar HSGPAs who did submit scores, even though their scores on standardized tests were much lower. Using data from California universities, Rothstein (2004) found that most of the relationship of SAT scores with college GPA could be attributed to high school poverty, school racial composition, and student background.

Grades are lower in harder classes with stronger peers, and this suggests inconsistency in HSGPAs. A number of studies have discerned what are called "frogpond" effects (Attewell, 2001), where students with similar prior test scores, academic performance, or

effort receive lower grades in classrooms and schools of predominantly high-achieving students, as compared to those with lower-achieving students (Farkas et al., 1990; Nomi & Allensworth, 2009; Barrow, Sartain, & de la Torre, 2016). Students also tend to get lower grades in classes that are intentionally designed to be challenging, such as Advanced Placement and Honors courses (Sadler & Tai, 2007).

Differences in the types of classes that students take, and the expectations associated with the peer composition, introduce "noise" into the metric of HSGPAs as an indicator of academic performance in high school. ACT and SAT validity studies claim that students' test scores can be used to adjust for different standards and expectations at different schools. There is a need to evaluate that claim using data on HSGPAs from transcripts. It is possible that the overall achievement level in a student's school—information that is publicly available—might be just as useful, or more useful, than individual student's test scores. Two prior studies note that the size of the relationship between HSGPA and college outcomes (graduation or college GPAs) is larger among students within the same high school (i.e., when high school fixed effects are used in a model), than across schools (Bowen et al., 2009; Koretz & Langi, 2018). They interpret this as meaning that HSGPA represents a higher level of achievement at some schools than others, which would be consistent with the "frogpond" effects discussed above, and suggest adjusting for these differences with information on school average achievement.

Different college outcomes for student subgroups with the same HSGPAs have been used as evidence of different grading standards. Other studies have suggested that HSGPAs are inconsistent measures of achievement across high schools because HSGPAs predict that Black and Latino students, and students from low-SES high schools, will receive higher college grades than they actually do (Zwick & Himelfarb, 2011; Zwick, 2013). The researchers suggest

that this discrepancy results from differences in the quality of high schools attended by students, and show that school average poverty, used as a proxy for school quality, accounts for some of the differences. They do not conduct equivalent tests of SAT scores to see if similar or larger discrepancies by race or school poverty would occur with prediction models that use SAT scores alone. They also find discrepancies to be much smaller when they use HSGPAs from transcripts, rather than student-reported HSGPAs. Their arguments hold if one is to believe that race, ethnicity, and SES do not affect college success in ways unrelated to acacemic readiness. There are many reasons to believe this is not true, and studies have shown that SAT and ACT scores also overpredict college performance for the same groups (Noble, 2004; Bridgeman, McCamley-Jenkins, & Ervin, 2000; Rothstein, 2004). However, this does suggest that it is important to compare students with similar backgrounds when evaluating the validity of HSGPAs or test scores as indicators of college readiness, and suggests there may be high school effects on students' college outcomes that need to be better understood.

High schools could effect college outcomes in many ways that are not reflected in either students' HSGPA or test performance. For example, high schools might develop structures to prepare students with more "college knowledge" to navigate the post-secondary realm (Hoxby & Turner, 2015; Conley, 2008), or provide a more diverse environment that teaches students to adjust to new situations and people (Tam & Bassett, 2004). Fletcher and Tienda (2007) found that high school fixed effects explained half or more of the differences in college GPA and graduation by students' race and ethnicty, sometimes reversing the relationships. Such high school effects could make it appear that HSGPAs have different value in some schools than others—when there are simply other factors about high schools that also matter for college success.

Contributions of this Study and Research Questions

In this study, we compare the strength and consistency of HSGPAs as predictors of college graduation across high schools with ACT scores, adding to the current literature in a number of ways:

1) **Showing variation across high schools in the relationship of HSGPA with college graduation.** Variation in the predictiveness of HSGPAs by high school could occur either because HSGPAs represent higher levels of readiness from some high schools vs. others (i.e., HSGPAs under- or over-predict graduation for all students at a school), or because the relationship (slope) of the HSGPA differs across high schools (i.e., providing a stronger signal at some schools than others). Prior research has not shown the extent to which there is variation in the relationship of HSGPAs with college graduation by high school.
2) **Conducting equivalent tests on ACT scores as on HSGPA.** Past studies have not explicitly tested whether standardized assessments are comparable across high schools as measures of college readiness. We examine whether students with the same ACT or SAT scores have different college outcomes based on which high school they attended, or if the slope of the relationship of test scores to college outcomes varies by high school.
3) **Discerning the extent to which there are high school effects on college graduation that are not captured in either students' HSGPAs or ACT scores.** While past studies have provided evidence that high school effects on college outcomes exist, they have not quantified the magnitude of high school effects (e.g., the variance across high schools),

that is, how much of a difference it makes which high school a student attended for students who look similar based on their ACT score and HSGPA.

We begin by identifying the extent to which the relationship of each achievement indicator depends on the high school a student attends:

> RQ1: How different are college graduation rates for students with the same HSGPAs/ACT scores, who come from different high schools?

We then compare the size and consistency of the relationships of HSGPAs and ACT scores with college graduation, and examine whether including students' ACT scores in the prediction of college graduation substantially reduces inconsistency across high schools over using HSGPA alone:

> RQ2: Do ACT scores provide a stronger, or more consistent, prediction of college readiness across high schools than HSGPAs?
>
> RQ3: Is there less high school variance in college graduation rates in models that use students' ACT scores and HSGPAs together, than models that use HSGPAs alone?

Finally, we show the extent to which information about high schools (school poverty and average ACT scores) explain high-school level variation.

> RQ4: To what extent are high school differences in college graduation rates for students with the same HSGPAs and ACT scores explained by school achievement level and school poverty?

Research Methods

This study uses data from the Chicago Public Schools (CPS), a large, public school district that contains schools with varying academic composition—extremely high-achieving

selective schools that get ranked among the top high schools in the country, heterogeneous schools, and schools with very low test scores. We include for analysis all students who graduated from neighborhood, magnet, selective, and vocational high schools between the years of 2006 and 2009, who enrolled in a four-year college immediately following graduation, and who had complete data (n=17,753).[1] Table 1 provides summary statistics of the analytic group and variables used in the models.

We only include students who enrolled in a four-year college, so as not to confound enrollment in college with ability to succeed in college once enrolled. Because college admissions use HSGPA and ACT scores to determine who is accepted, those measures will be related to college graduation simply because they provide access, regardless of whether they indicate readiness to succeed once enrolled. By comparing only students who enrolled in college, and controlling for institutional characteristics (described below), we focus on the extent to which the HSGPAs and ACT scores are indicators of students' likelihood of succeeding once in college, not the degree to which they are signals to admissions officers.

Data and Variables

Data on academic performance and student demographic information (gender, race, and ethnicity) come from district administrative datasets. We obtained economic information on students' residential neighborhoods by linking students' addresses to information from the U.S. Census at the level of block groups on the percent of adult males employed and the percent of families with incomes above the poverty line. HSGPAs were created by coding grades in

[1] Charter school graduates were not included because their transcripts are not available. A total of 2,595 cases had missing data: 934 were missing cumulative HSGPAs, 982 were missing ACT scores, and 828 were missing the IPEDS institutional graduation rate for the college they attended. Students in the restricted group had slightly higher HSGPAs (2.72 vs 2.69) and ACT scores (20.12 vs 19.97) than students in the total population. The groups were nearly identical with regards to ethnicity, race, gender, SES, and institutional graduation rate.

students' transcripts 0 through 4 (F through A), and creating an unweighted average of all courses completed in high school. At the time the students were in high school, all students in Illinois took the ACT during the spring of the eleventh grade. College enrollment records and six-year graduation outcomes were obtained through the National Student Clearinghouse. Students were included for analysis if they had full-time enrollment records in a four-year college during the fall term after they graduated high school. Six-year college graduation is defined as earning a four-year college degree within six years of graduating from high school. Appendix Table A1 shows college graduation rates by students' ACT scores and HSGPA unadjusted for demographic and college characteristics or high school effects.

Colleges offer different supports and structures which influence whether students graduate (Bowenet al., 2009; Cohodes & Goodman, 2012; Kurlaender & Grodsky, 2013). Therefore, it was important to control for college characteristics. We did this by including information on colleges obtained through the Integrated Postsecondary Education Data System (IPEDS) as covariates: the race- or ethnicity-specific six-year institutional graduation rate of the college (matched to the race and ethnicity of the student), college size (number of undergraduate students), the percentage of freshman students who are full time, and the student-to-faculty ratio.

Methods

We estimated the variance in college graduation rates by high school using hierarchical linear models, with students nested within high schools. We considered using cross-nested models with students simultaneously nested within their high school and college, or controlling for college fixed effects. However, students in our analysis group matriculated to more than 500 different four-year colleges across the U.S., and at many of these colleges there were only a

small number of students. This resulted in imprecise estimates of college effects for a large proportion of the sample through these other methods.

For RQ1, we used two different methods of estimating variation in college graduation rates by high school for students with the same HSGPA/ACT score. First, we used a series of dummy variables to model the relationship between HSGPA and college graduation non-parametrically. There is no intercept, so the coefficient for each HSGPA dummy variable represents the average college graduation rate for students in that HSGPA group. We allowed the coefficients to vary by high school to identify the variation in college graduation rates across high schools for students with the same HSGPAs. These same models were then repeated with student ACT bins in lieu of HSGPA bins. Coefficients for other covariates were fixed across schools, predicting the log odds of graduating from a four-year college in six years:

Level-1 Model [1]

$$\log\left(p_{grad}/1\text{-}p_{grad}\right)_{ij} = \sum_{s=1}^{5} \beta_{sj} (S)_{ij} + \sum_{g=6}^{21} \beta_{gj} (G)_{ij} + \sum_{c=22}^{25} \beta_{cj} (C)_{ij} + r_{ij}$$

Level-2 Model

$\beta_{sj} = \gamma_{s0}$

$\beta_{gj} = \gamma_{g0} + u_{gj}$

$\beta_{cj} = \gamma_{c0}$

S is a vector of student background variables (Neighborhood poverty, male, Black, Latino, and Asian).

G is a vector of dummy variables representing HSGPA bands.

C is a vector of college institutional variables.

u_{gj} is the high school-level variance in college graduation rates for students in the HSGPA band, controlling for student background and college institutional variables.

The above method assumes no particular functional form. However, because students with different levels of achievement are not evenly distributed across schools, not all high schools have students in all achievement bands. Therefore, we only calculated school-level

random effects for bands in which at least 95 percent of schools are represented.

We also ran models which use standardized continuous versions of HSGPAs, rather than the binned variables, and calculated the average school effect across all achievement levels. These models include a squared term, since the relationship of each achievement measure is slightly quadratic. We ran models in which the slopes of each achievement measure with college graduation are fixed, and models that allow the slopes of the relationships to vary by high school. As the results are similar, only the second are shown in the manuscript, and the first are available from the authors:

Level-1 Model [2]

$$\log (p_{grad}/1\text{-}p_{grad})_{ij} = \beta_{0j} + \sum_{s=1}^{5} \beta_{sj} (S)_{ij} + \beta_{6j}(ZGPA)_{ij} + \beta_{7j}(ZGPA^2)_{ij} + \sum_{c=8}^{11} \beta_{cj} (C)_{ij} + r_{ij}$$

Level-2 Model

$$B_{0j} = \gamma_{00} + u_{0j}$$
$$\beta_{sj} = \gamma_{s0}$$
$$\beta_{6j} = \gamma_{60} + u_{6j}$$
$$\beta_{7j} = \gamma_{70} + u_{7j}$$
$$\beta_{cj} = \gamma_{c0}$$

In Equation 2, u_{0j} is the high school-level variance in college graduation rates, controlling for students' HSGPA, student background variables and the institutional characteristics of the colleges in which they enroll. Variance components on the slopes, u_{6j} and u_{7j}, show variation in the size the relationship of HSGPA with college graduation across high schools--whether grades are stronger measures of college readiness at some schools than others. Equations 2 was replicated with ACT scores.

Finally, we ran models that entered HSGPA and ACT scores together in the models to discern how much ACT scores improve the prediction of college graduation beyond using HSGPAs alone, to answer question 3:

Level-1 Model, Equation 2 [3]

$\log (p_{grad}/1\text{-}p_{grad})_{ij} = \beta_{0j} + \sum_{s=1}^{5} \beta_{sj} (S)_{ij} + \beta_{6j}(ZGPA)_{ij} + \beta_{7j}(ZACT)_{ij} + \beta_{8j}(ZGPA^2)_{ij} + \beta_{9j}(ZACT^2)_{ij} + \sum_{c=10}^{13} \beta_{cj} (C)_{ij} + r_{ij}$

Level-2 Models

$B_{0j} = \gamma_{00} + u_{0j}$

$\beta_{sj} = \gamma_{s0}$

$\beta_{6j} = \gamma_{60} + u_{6j}$

$\beta_{7j} = \gamma_{70} + u_{7j}$

$\beta_{6j} = \gamma_{80} + u_{8j}$

$\beta_{7j} = \gamma_{90} + u_{9j}$

$\beta_{cj} = \gamma_{c0}$

We did this in two ways. First, we grand-mean centered all student variables to show the overall relationships, and then we group-mean centered the variables to discern the relationship of each with college graduation relative only to other students in the same school. This second specification is similar to a school fixed-effects model. To address RQ4, we included school-level predictors of school performance level (average ACT score) and school poverty as predictors of B_{0j}.

Results

Table 2 displays coefficients from models predicting college graduation rates with HSGPA, without and with covariates. The odds ratios show the likelihood of graduating from college; students with a 3.0-3.25 HSGPA have fairly even odds (0.91), which gives them just under a 50-50 chance (48 percent probability), while students with a HSGPA of 3.5-3.75 are 3.6 times more likely to graduate as to not graduate (odds of 3.65, or about 78 percent graduating and 22 percent not graduating). HSGPA has a strong relationship with college graduation in both the unconditional model and the model that controls for students' backgrounds and college institutional variables, although the relationship is smaller once the control variables are

introduced. The coefficients from the full model are converted into percentages and displayed graphically as the thick black line in the left panel of Figure 1. Across the range of HSGPAs, the probability of graduating from college ranges from 20 percent for students with HSGPAs less than 1.5 to about 80 percent for students with HSGPAs of 3.75 or higher, after controlling for student backgrounds and college characteristics.

The random effects at the bottom of Table 2 show the degree to which average graduation rates vary across high schools among students in each HSGPA bin. There is significant high school variance in college graduation rates for students in each HSGPA bin. For example, among students with HSGPAs between 3.25-3.5, a two-standard deviation range of high school effects is 0.144 ± 0.575 in log-odds in the conditional model. Thus, students with a 3.25-3.5 HSGPA at schools with very negative school effects (one standard deviation below the mean) have college graduation rates that are similar to students with HSGPAs of 2.75-3.0 at more typical schools (where the odds of graduating are 0.72).

Model 2 in Table 2 shows the results from a model where HSGPA is entered as a continuous variable along with a squared term, instead of discrete bins. The linear component shows that for every standard deviation increase in HSGPA, the odds of graduating from college double (odds coefficient = 2.02) at the point where the quadratic term is zero (which is at the sample average). The quadratic term is positive, so the relationship is larger among students with the highest levels of achievement, and lower among students with low HSGPAs. The school variance component for the intercept from this model (0.603) is slightly higher than those in the binned model (where variance components ranged from 0.501 to 0.575), and represents the variance in school effects averaged across students of all achievement levels. Not only is the school-level variance component large (0.603), it is larger when HSGPAs are included in the

model than in a model that only includes control variables (0.447, not shown in table). This pattern is consistent with the "frogpond" effects discussed earlier, wherein HSGPAs are suppressed at high schools with more positive school effects. About one-fourth of the school-level variation in Model 2 ((0.603-0.447)/0.603 = 26%) is "extra" variation that is induced by comparing students with similar HSGPAs.

The model displayed in Table 2 also allows the slope of the relationship between HSGPA and college graduation to vary by high school. The strong linear trend (coefficient of 0.703), does not vary significantly by high school. The quadratic term (coefficient of 0.062) does vary slightly across schools (0.103). The noise that is introduced by variation in the linear and quadratic components is small relative to the signal from the linear slope (0.703), so the overall slope of the relationship is fairly similar across schools. The gray lines in the left panel of Figure 2 show the relationship of HSGPA with college graduation for each high school, estimated from the coefficients and variance components from Model 2. The considerable variation in college graduation rates by high school for students with the same HSGPA is clearly visible. At the same time, the relationship between HSGPA and college graduation has a similar slope, and is large and positive, across high schools.

Table 3 shows the results of models that mirror those in Table 2, substituting ACT scores for HSGPAs. Differences in college graduation rates by ACT score are more modest than by HSGPA, particularly after controlling for student background and college characteristics, but show a sizable range—from odds of 0.39 to 1.98 in the conditional model (graduation rates of 28 to 66 percent). School-level variance is smaller among students with the same ACT score than among students with the same HSGPA. Still, there is considerable variation in college graduation rates by high school among students with the same ACT score (0.265 to 0.343). For students

with an ACT score of 16-17, for example, a two-standard deviation range in the log-odds of graduating is -0.387 ± 0.343. Students with an ACT score of 16-17 in a school with large positive effects (one standard deviation above the mean) would graduate at a rate that similar to students with scores of 20-21 in a more typical school. Thus, students with the same qualifications, defined by either their HSGPA or their ACT score, graduate at different rates based upon which high school they attend.

Model 2 in Table 3 shows the relationship of ACT scores with college graduation modeled with continuous linear and quadratic terms. The standardized linear term is much smaller than that of standardized HSGPA scores (0.129 vs. 0.703), with the odds of graduating increasing by 14 percent (odds coefficient of 1.14) for every standard deviation increase in ACT scores when the quadratic term equals zero. There is a negative quadratic term, so the relationship is larger among students with low achievement, small among students with high achievement, and becomes negative among students with the highest achievement. The variance components show that the linear component of the slope varies significantly, and the variance in the slopes (0.192) is larger than the average slope (0.129). Thus, the noise introduced by school effects is larger than the signal from ACT scores. Where students attend high school says more about whether they are likely to graduate from college than their individual ACT score, at least among students with average or high ACT scores.

ACT scores also provide less accurate predictions of college success based on students' race, ethnicity, and gender than HSGPAs. The subgroup differences in college graduation rates are significantly different from zero for Asian and male students in the models that control for ACT scores, but the demographic coefficients are not significantly different from zero in the models that control for HSGPAs. ACT scores explain only a little of the school-level variance in

college graduation rates; the variance component on average school effects (0.411) is similar to a model with the same control variables but no ACT scores (0.446). However, they do not induce more school-level variance, as was seen with HSGPAs.

The right panel of Figure 1 shows the relationships from Models 2 and 3, modeled as percentages. The dark line shows the averages from the bins in Model 2, while the gray lines show the relationship for each school, calculated from the coefficients and variance components in Model 2. The dark line is not at the center of the gray lines because most of the students with high ACT scores are concentrated in schools with high average college graduation rates, while students with very low ACT scores are concentrated at schools with low average college graduation rates. Many schools do not have students with very high ACT scores, and a number of other schools do not have students with very low ACT scores, so few of the lines go the full range of the horizontal axis. The figure shows how the relationship of students' individual ACT scores with college graduation is small relative to the variation in.

In Table 4, ACT scores and HSGPAs are included together in the models. The main HSGPA coefficient does not change substantially relative to the model without ACT scores in Table 2 (0.708 vs 0.703), but the main ACT coefficient shrinks considerably from the model without HSGPA (from 0.129 to a nonsignificant -0.016). Because the ACT score contributes little to the prediction, there is a similar amount of school-level variance in the combined model (0.622) as the model that includes HSGPA alone (0.603, from Table 1). ACT scores used at the individual student level do not reduce the variability by high school in predicting who will graduate college. The slope of the relationship of ACT scores with college graduation still varies significantly based on high school (0.213); in schools a standard deviation below the mean the linear slope is negative (-0.016 - .213, or -0.219) and in others it is positive (-0.016 + 0.213 or

0.197).

In the next model, the variables are group-mean centered so that the coefficients show the relationship of each variable with college graduation relative to other students in the same school. The school-level variance of the intercept in this model is much larger because the student variables do not control for differences across schools in student body composition. The within-school coefficient for HSGPAs is slightly larger than the coefficient from the earlier model, while the ACT score coefficient is small and not significant. The ACT slope varies significantly by high school (0.206, $p<0.000$) while the main linear portion of GPA slope does not vary and the quadratic term varies only slightly.

In final model, we include predictors of school performance level (average ACT scores among all students) and school poverty level. School average ACT scores are significantly related to college graduation, explaining school-level differences among students with the same HSGPAs and individual ACT scores. The odds of graduating college increase by 60 percent for every standard deviation increase in school average ACT scores, for students with the same HSGPA and ACT score. Average ACT scores in the school reduce the high school variation in college graduation rates by 42 percent (0.324 vs. 0.622). The school poverty level is not significant in this model, but that is because it is highly correlated with school average ACT scores ($r=0.70$). If entered alone in the model, either variable is a significant predictor with odds ratios of 0.70 for school poverty and 1.68 for school average ACT.

Discussion

It is commonly believed that HSGPAs indicate different levels of readiness for college, based on the high school a student attended, while ACT scores are consistent indicators.

However, HSGPAs perform in a strong and consistent way across high schools as measures of college readiness, while ACT scores do not. There are large high school effects on college graduation, such that students with either the same HSGPA or the same ACT score graduate from college at different rates, based on which high school they attended. Neither capture all of the ways in which high schools influence college graduation. The school differences are larger for students with the same HSGPA, which is consistent with prior studies showing that grades are depressed in schools and classes with higher-achieving students. HSGPAs are not equivalent measures of readiness across high schools, but they are strongly predictive in all schools, and the signal they provide is larger than the differences across schools. School-level variance in college graduation rates is one-quarter smaller among students with the same ACT score than students with the same HSGPA. However, this still leaves considerable school-level variance, and the signal provided by ACT scores is much smaller than the noise introduced by school effects.

As measures of individual students' academic readiness, ACT scores show weak relationships, and even negative relationships at the higher achievement levels. The negative slope among students with the highest achievement could result if people are using ACT scores to make decisions about students' readiness for very rigorous academic programs out of a belief that they are strong indicators of readiness, when they are not. Future research might investigate this further. Regardless, there is little evidence that students will have more college success if they work to improve their ACT score, as most of the signal from the ACT score seems to represent factors associated with the student's school, rather than the student. In contrast, students' efforts to improve their HSGPAs would seem to have considerable potential leverage for improving college readiness. The fact that HSGPAs are based on so many different criteria—including effort over an entire semester in many different types of classes, demonstration of

skills through multiple formats, and different teacher expectations—does not seem to be a weakness. Instead, it might help to make HSGPAs strong indicators of readiness, since they measure a very wide variety of the skills and behaviors that are needed for success in college, where students will also encounter widely varying content and expectations.

Test scores provide more of a signal at the school level, with school-level average test scores providing additional information about students' likelihood of graduating above and beyond students' individual HSGPAs. For judging college readiness (e.g., college admissions), school-average ACT scores would provide a stronger prediction than students' individual scores. This is consistent with the findings and recommendations in Koretz and Langi (2018) and Bowen, Chingos, and McPherson (2009). The same pattern is observed with school-average poverty levels (in models that do not control for average ACT scores), which echoes Rothstein's (2004) findings. High school effects could result from higher academic standards (e.g., more college-oriented curricula at higher-achieving, higher-SES schools). Yet, they could also represent selection effects. Families with more financial, social, and human capital might select into higher-achieving, higher-SES high schools, either by choice of residence or application, and those families would likely continue to offer financial support when students are in college. School effects also could come from different peer networks, advising, supplemental experiences, or broader curricular offerings available at schools with more resources. Future research should investigate high school effects on college outcomes more thoroughly.

This study was conducted only with data from Chicago, and only with data from public schools. There could be more variation across high schools with a more comprehensive sample, and different relationships. The similarity in results that are available from studies of schools in other places provide some indication of their generalizability. Studies that use data from samples

that include 21 prestigious flagship universities from across the country and all public universities in four states (Bowen et al., 2008; Koretz & Langi, 2018; Rothstein, 2004) all show that HSGPAs are strongly related to either college graduation or to college freshman GPA, and that students' individual ACT or SAT scores add only modestly to the prediction beyond HSGPA, if at all, in models that include high school fixed-effects. The graduation rates presented by Bowen, Chingos, and McPherson (2008) for specific HSGPAs are also similar to the graduation rates found here and shown in Figure 1. Graduation rates by HSGPA are not provided in other studies, to our knowledge.

This research strongly supports the use of students' grades in a formative way, to guide school improvement efforts and assess the effectiveness of programs designed to improve college readiness, and relying much less heavily on test scores. The teachers and schools that improve test scores are not always the same as those that improve students' grades (Jackson, 2016), and programs that have positive effects on test scores do not always have positive effects on grades (Nomi & Allensworth, 2009). Reaching goals that all students will graduate college-ready would seem to require strategies around improving students' HSGPAs, since HSGPAs are so strongly related to eventual college completion at all high schools. Higher ACT scores might help students get access to stronger colleges, but the pay-off would only occur if students actually attend stronger colleges. As an increasing number of colleges become test-optional, they are likely to be decreasingly salient for college admissions, as well.

States and districts might also consider relying less heavily on standardized test scores in their accountability systems as indicators of college readiness, given that the relationship is not strong and not consistent across schools. A number of states have developed longitudinal data systems that allow for the creation of metrics of students' actual performance in college. The

existence of large school effects among students with the same ACT scores suggests that if high schools are not tracking the success of their students in college, and are relying solely on students' test scores as indicators of their students' college readiness, they may be misestimating the effects of their practices on students' college readiness. Likewise, we worry that if families and college admissions officers must rely on school poverty levels and average test scores as proxy indicators for school effects, they might not recognize strong practices at schools serving low-income students. Measuring and publishing school effects on postsecondary outcomes would provide better information to guide families, educators, and policymakers.

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Tables and Figures

Table 1. Descriptive Statistics of Variables Used in the Models

		Mean	Std. Dev.
Demographic Characteristics	Male	37%	
	Black	50%	
	Latino	26%	
	Asian	10%	
	White	14%	
	Neighborhood Poverty (standardized across all students, not just college-goers)	-0.12	0.99
High School Achievement	Cumulative HSGPA	2.72	0.65
	ACT Composite Score	20.12	4.33
College Outcome	College Degree in Six Years	49%	
College Institutional Characteristics	College Size (# Freshmen)	3662	2390
	% Full Time Freshmen	65%	17%
	Student to Faculty Ratio	17	5.43
	Six-Year Institutional Graduation Rate for student's racial or ethnic group	47%	22%

Based on students who enrolled in a four-year college the fall after graduation (n=17,753). Institutional characteristics are based on the college freshmen cohort of 2008.

Table 2. Model Predicting Six-Year College Graduation Rates by Student HSGPA Score
Students Nested within High School

Coefficients	Unconditional GPA Binned			Model 1 GPA Binned			Model 2 Random GPA slope		
	Coeff	s.e.	odds	Coeff	s.e.	odds	Coeff	s.e.	odds
Male				-0.096	0.04	0.91	-0.092	0.04	0.91
Black				-0.024	0.07	0.98	0.127	0.08	1.14
Latino				-0.077	0.06	0.93	0.013	0.07	1.01
Asian				0.052	0.08	1.05	0.046	0.08	1.05
ZPoverty				-0.093	0.02	0.91	-0.069	0.02	0.93
ZCollege Size				0.061	0.02	1.06	0.016	0.00	1.02
Z%Full Time Students				0.013	0.03	1.01	0.000	0.00	1.00
ZStudent-Faculty Ratio				0.151	0.03	1.16	0.833	0.15	2.30
ZCollege Grad Rate				0.487	0.03	1.62	0.019	0.00	1.02
GPA <1.5	-1.834	0.11	0.16	-1.410	0.11	0.24			
GPA 1.5-1.75	-1.720	0.11	0.18	-1.319	0.11	0.27			
GPA 1.75-2.0	-1.210	0.07	0.30	-0.875	0.07	0.42			
GPA 2.0-2.25	-1.429	0.10	0.24	-1.025	0.09	0.36			
GPA 2.25-2.5	-1.185	0.10	0.31	-0.844	0.09	0.43			
GPA 2.5-2.75	-0.834	0.09	0.43	-0.593	0.08	0.55			
GPA 2.75-3.0	-0.496	0.09	0.61	-0.326	0.08	0.72			
GPA 3.0-3.25	-0.098	0.10	0.91	-0.002	0.09	1.00			
GPA 3.25-3.5	0.144	0.10	1.15	0.144	0.08	1.15			
GPA 3.5-3.75	1.296	0.07	3.65	0.939	0.07	2.56			
GPA 3.75-4.0	1.830	0.11	6.23	1.320	0.11	3.74			
ZGPA							**0.703**	**0.03**	**2.02**
$ZGPA^2$							0.062	0.02	1.06
Intercept							-0.558	0.07	0.57
Variance Components	**Variance of Coefficients across High Schools** *In Standard Deviations*								
	s.d.	p-value		s.d.	p-value		s.d.	p-value	
GPA 2.25-2.5	0.792	0.000	***	0.522	0.000	***			
GPA 2.5-2.75	0.745	0.000	***	0.598	0.000	***			
GPA 2.75-3.0	0.754	0.000	***	0.500	0.000	***			
GPA 3.0-3.25	0.863	0.000	***	0.501	0.000	***			
GPA 3.25-3.5	0.814	0.000	***	0.575	0.000	***			
ZGPA							0.107	0.106	
$ZGPA^2$							0.103	0.032	*
Intercept							0.603	0.000	***

*p<0.05, **p<0.01, ***p<0.001. Student background and college institutional control variables were grand-mean centered in all models. Variables beginning with Z were standardized, except squared terms which are the square of the standardized variables. A model with only the control variables, without HSGPA, produces a school-level variance component of 0.447 in standard deviation units.

Table 3. Model Predicting 6-Year College Graduation Rates by Student ACT Score
Students Nested within High School

Coefficients	Unconditional ACT Binned			Model 1 ACT Binned			Model 2 Random ACT slope		
	Coeff	s.e.	odds	Coeff	s.e.	odds	Coeff	s.e.	odds
Male				-0.346	0.04	0.71	-0.342	0.04	0.71
Black				-0.045	0.08	0.96	0.026	0.08	1.03
Latino				-0.056	0.06	0.95	-0.012	0.06	0.99
Asian				0.231	0.10	1.26	0.227	0.08	1.25
ZPoverty				-0.091	0.02	0.91	-0.069	0.02	0.93
ZCollege Size				0.005	0.02	1.00	0.009	0.02	1.01
Z%Full Time Students				0.059	0.02	1.06	0.058	0.02	1.06
ZStudent-Faculty Ratio				0.144	0.03	1.15	0.139	0.02	1.15
ZCollege Grad Rate				0.673	0.04	1.96	0.671	0.03	1.96
ACT < 14	-1.59	0.11	0.20	-0.941	0.11	0.39			
ACT14-15	-1.01	0.07	0.37	-0.482	0.07	0.62			
ACT16-17	-0.793	0.06	0.45	-0.387	0.06	0.68			
ACT18-19	-0.489	0.06	0.61	-0.231	0.05	0.79			
ACT20-21	-0.012	0.07	0.99	-0.059	0.07	0.94			
ACT22-23	0.552	0.09	1.74	0.309	0.09	1.36			
ACT24-25	0.852	0.08	2.34	0.407	0.08	1.50			
ACT26-27	0.986	0.11	2.68	0.356	0.10	1.43			
ACT28-29	1.46	0.15	4.33	0.684	0.15	1.98			
ACT30+	1.58	0.17	4.86	0.506	0.18	1.66			
ZACT							**0.129**	**0.04**	**1.14**
$ZACT^2$							-0.099	0.02	0.91
Intercept							-0.251	0.06	0.78
Variance Components	**Variance of Coefficients across High Schools** *In Standard Deviations*								
	s.d.	p-value		s.d.	p-value		s.d.	p-value	
ACT14-15	0.446	.002 **		0.343	.040*				
ACT16-17	0.447	.000***		0.343	.000***				
ACT18-19	0.402	.000***		0.265	.002**				
ZACT							0.192	.012	*
$ZACT^2$							0.067	.424	
Intercept							0.411	.000	***

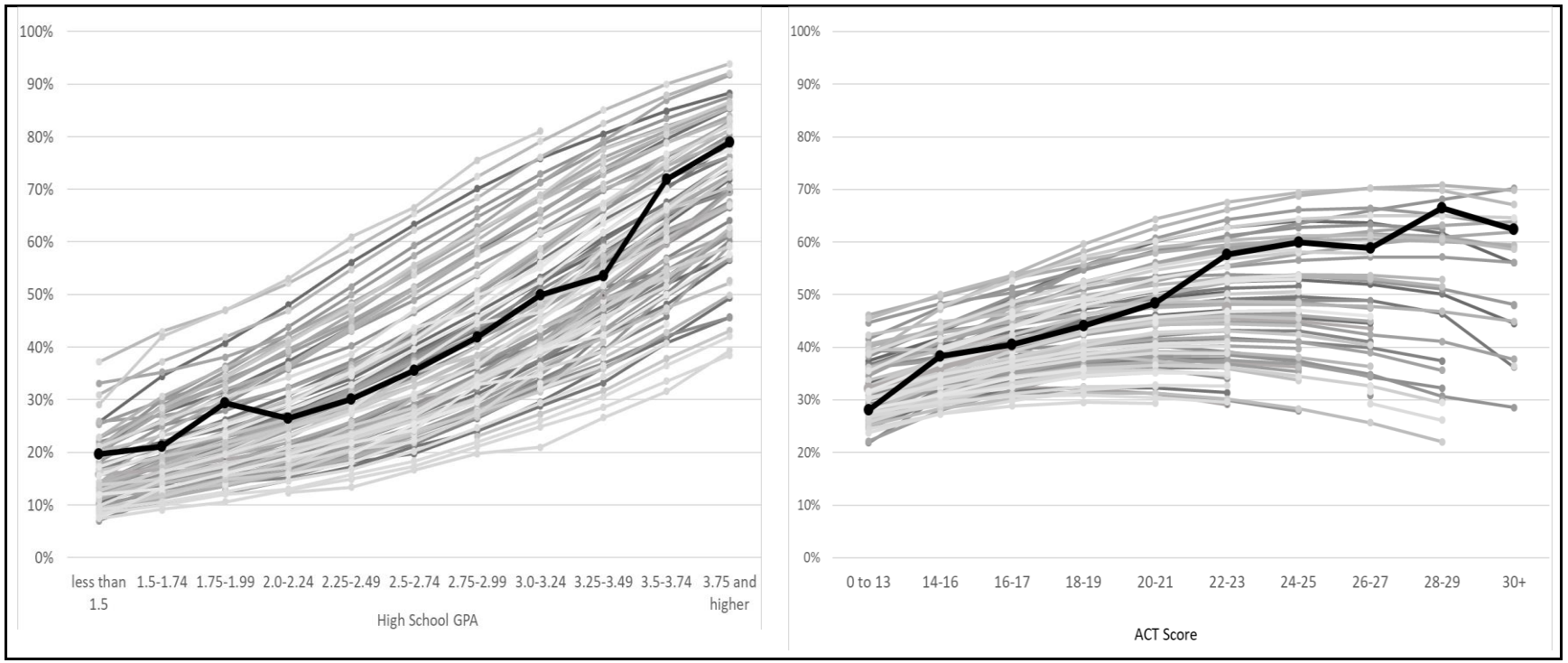
***p<0.001, **p<0.01, *p<0.05. Student background and college institutional control variables were grand-mean centered in all models. Variables beginning with Z were standardized, except squared terms which are the square of the standardized variables. A model with only the control variables, without ACT scores, produces a school-level variance component of 0.447 in standard deviation units.

Table 4. Models Predicting 6-Year College Graduation Rates by Both HSGPA and ACT Score
Students Nested within High School

	Varying Slopes			Group-Mean Centered (School Fixed Effects)			School-Level Variables		
	Coeff	s.e.	odds	Coeff	s.e.	odds	Coeff	s.e.	odds
Male	-0.086	0.04	0.92	-0.08	0.04	0.92	-0.08	0.04	0.92
Black	0.134	0.08	1.14	0.17	0.08	1.19	0.17	0.06	1.18
Latino	0.011	0.07	1.01	0.02	0.07	1.02	0.00	0.07	1.00
Asian	0.042	0.08	1.04	0.03	0.08	1.03	0.04	0.10	1.04
ZPoverty	-0.071	0.02	0.93	-0.06	0.02	0.94	-0.06	0.02	0.94
ZCollege Size	0.089	0.02	1.09	0.09	0.02	1.10	0.10	0.02	1.10
Z%Full Time Students	-0.006	0.03	0.99	-0.01	0.03	0.99	-0.01	0.02	0.99
ZStudent-Faculty Ratio	0.151	0.03	1.16	0.15	0.03	1.16	0.16	0.03	1.17
ZCollege Grad Rate	0.422	0.04	1.52	0.42	0.04	1.51	0.42	0.04	1.52
ZGPA	0.708	0.03	2.03	0.73	0.03	2.07	0.75	0.03	2.12
$ZGPA^2$	0.063	0.02	1.06	0.05	0.02	1.05	0.06	0.02	1.06
ZACT	-0.016	0.04	0.98	-0.07	0.04	0.94	-0.02	0.04	0.98
$ZACT^2$	-0.108	0.02	0.90	-0.10	0.02	0.90	-0.08	0.02	0.92
ZSchool ave. poverty							-0.07	0.05	0.94
ZSchool Average ACT							0.47	0.05	1.60
Intercept	-0.515	0.08	0.60	-0.70	0.09	0.50	-0.56	0.06	0.57
Variance Components	**Variance of coefficients across high schools** *In Standard Deviations*								
ZGPA	0.110	0.246		0.096	0.204		0.112	0.364	
$ZGPA^2$	0.106	0.080		0.105	0.036	*	0.112	.037	*
ZACT	0.213	0.002	**	0.206	.000	***	0.192	.002	**
$ZACT^2$	0.089	>.500		0.088	>.500		0.066	>.500	
Intercept	0.622	0.000	***	0.859	0.000	***	0.324	0.000	***

*p<0.05, **p<0.01, ***p<0.001. Student background and college institutional control variables were grand-mean centered in all models. Variables beginning with Z were standardized, except squared terms which are the square of the standardized variables.

Figure 1. College Graduation Rates by HSGPA and ACT Score,
Controlling for Student Background and College Characteristics
Each gray line represents a high school, the black line is the average across high schools



Note: Graduation rates by school are calculated from 2-level hierarchical models that allow the relationship between ACT scores or HSGPA to vary by high school and include a quadratic term, and control for student race, ethnicity, neighborhood SES, college size, percent full-time students, student-faculty ratio, and institutional graduation rate. The average for each point reflects the predicted graduation rate given the average HSGPA or ACT score of students in a particular achievement range at each school, which is not always the midpoint. Lines only include HSGPA and test score ranges that are observed at the high school, among their college enrollees. The overall rate is calculated from a non-parametric model in which HSGPA or ACT scores are entered as a series of dummy variables, along with the same control variables.

Appendix

Table A1. College Graduation Rates by HSGPA and ACT Score
Unadjusted for Student Backgrounds, College Characteristics or High School Effects

ACT Score ->	0 to 13		14-16		16-17		18-19		20-21		22-23		24-25		26-27		28-29		30+		Overall	
HS GPA	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n	Grad	n
<1.5	11%	64	9%	115	17%	133	12%	154	16%	127	15%	55	15%	27	31%	16	N/A	3	N/A	3	14%	697
1.5-1.74	9%	57	10%	89	15%	158	14%	161	17%	104	30%	61	20%	30	13%	15	N/A	9	N/A	1	15%	685
1.75-1.99	9%	68	15%	176	21%	206	22%	247	26%	185	34%	106	37%	60	23%	26	47%	15	N/A	4	23%	1093
2.0-2.24	10%	86	21%	287	23%	379	29%	347	31%	269	43%	166	44%	97	40%	48	50%	18	36%	11	28%	1708
2.25-2.49	18%	92	21%	262	28%	453	34%	447	41%	376	56%	207	55%	150	47%	78	58%	38	44%	25	36%	2128
2.5-2.74	18%	83	34%	272	31%	477	41%	475	47%	386	57%	292	60%	218	60%	126	76%	46	67%	24	44%	2399
2.75-2.99	24%	58	33%	217	39%	429	48%	483	53%	436	63%	320	71%	275	73%	163	74%	72	73%	44	53%	2497
3.0-3.24	33%	49	40%	195	44%	392	56%	465	67%	380	77%	361	79%	282	82%	183	87%	107	78%	55	64%	2469
3.25-3.49	34%	32	45%	101	51%	273	61%	313	65%	316	73%	309	84%	210	84%	189	90%	124	84%	83	68%	1950
3.5-3.74	N/A	7	65%	43	51%	130	67%	203	73%	233	85%	202	90%	204	91%	136	92%	121	93%	103	79%	1382
3.75 and higher	N/A	5	64%	14	70%	40	71%	56	77%	129	92%	99	90%	119	94%	80	91%	70	96%	133	86%	745
Overall	17%	601	27%	1771	33%	3070	42%	3351	50%	2941	63%	2178	70%	1672	73%	1060	81%	623	83%	486	49%	17753

Graduation rates for cells with less than 10 students are not displayed to protect confidentiality.

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The Test-Optional Movement at America's Selective Liberal Arts Colleges: A Boon for Equity or Something Else?

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The test-optional movement in the United States emerged largely in response to criticism of standardized admissions tests as inadequate and potentially biased measures of postsecondary promise. Although anecdotal reports suggest that test-optional policies have improved campus diversity, empirical research has not yet confirmed this claim. Consequently, this study employs quasi-experimental techniques to assess the relationship between test-optional policy implementation and subsequent growth in the proportion of low-income and minority students enrolling at adopting liberal arts colleges. It also examines whether test-optional policies increase institutional standing through greater application numbers and higher reported Scholastic Aptitude Test (SAT) scores. Results show that, on average, test-optional policies enhance the perceived selectivity, rather than the diversity, of participating institutions.

Keywords: *test-optional, admissions, longitudinal studies, administration, policy analysis*

When the first Scholastic Aptitude Test (SAT) was administered in 1926 (Gambino, 2013), advocates promoted the test as a measure of intellect and a mechanism of educational and social opportunity. At a time when access to higher education was largely determined by status, the SAT aimed to distinguish academic aptitude from "accidents" of birth and fortune and to identify talented students who would otherwise have gone unnoticed (Lemann, 1999). With the arrival of the SAT, a new meritocratic system emerged, one that promised to sort students into college on the basis of academic potential rather than social status (Jencks & Riesman, 1968; Karabel, 1984; Katz, 1978). Over the next 30 years, use of the SAT at U.S. colleges and universities increased dramatically, and by the late 1950s, the test was being administered to more than half a million high school students annually. In 2012, the number of students taking the SAT and/or American College Testing (ACT) exceeded 1.6 million in 2012, with many students taking both exams and taking the SAT and/or ACT more than once to increase scores (Lewin, 2013). Currently, most 4-year colleges and universities use standardized test scores as one factor in making admissions decisions.

Given their role in the college admissions process, standardized tests have been the subject of extensive research, and many studies have attempted to measure the predictive validity of these increasingly influential exams. Some research suggests that the SAT, coupled with high school grade point average (GPA), provides a better prediction of a student's future academic performance than high school GPA alone (Sackett

et al., 2012; Shaw, Kobrin, Patterson, & Mattern, 2012). However, other studies have challenged the SAT as a reliable predictor of future college success (Crouse & Trusheim, 1988; Geiser & Studley, 2002; Rothstein, 2004), and have highlighted the persistent and positive relationship between standardized test performance and socioeconomic background as well as disparities in performance by race (Blau, Moller, & Jones, 2004; Camara & Schmidt, 1999; Fischer et al., 1996; Freedle, 2003). This latter body of research has prompted some colleges to question whether reliance on standardized testing has reinforced the exact college-related barriers that initial proponents of the SAT intended to eradicate (Epstein, 2009).

Consequently, support for the SAT, ACT, and similar standardized tests has waned at a small, but growing number of institutions, and a "test-optional movement" has emerged, particularly among liberal arts colleges, many of which have sought to eliminate or de-emphasize the use of standardized tests in the admissions process. Today, more than 50 selective liberal arts colleges have adopted test-optional admissions policies, along with approximately 800 other institutions across the United States (FairTest, 2013).

Despite public claims that test-optional policies have improved socioeconomic and racial diversity, some have questioned the motives of test-optional colleges and believe that test-optional admissions policies constitute yet another strategy to raise an institution's rank and admissions profile (Diver, 2006; Ehrenberg, 2002; Hoover, 2010). In this article, we explore both the generally stated goals of test-optional policies—expanding college opportunity and diversity—and the criticism that these policies are implemented merely to promote greater institutional standing. More specifically, we employ a difference-in-differences (DiD) analytical approach to examine whether test-optional admissions policies have achieved a commonly stated objective of increasing low-income and minority student enrollment, and also whether such policies have led to increased institutional status in the form of greater application numbers and higher reported test scores. To that end, our study addresses four research questions:

Research Question 1: Do colleges enroll significantly more (or less) low-income students (measured by Pell Grant recipient enrollment) after adopting test-optional admissions policies?

Research Question 2: Do colleges enroll significantly more (or less) underrepresented minorities after adopting test-optional admissions policies?

Research Question 3: Do colleges experience a significant rise (or decline) in freshman year applications after adopting test-optional admissions policies?

Research Question 4: Do colleges report significantly higher (or lower) average test scores after adopting test-optional admissions policies?

Literature Review

Although standardized tests assume a conspicuous role in the current college landscape, they were not widely used by postsecondary institutions until the mid-20th century, when the GI Bill of 1944 and subsequent growth in the 18- to 24-year-old population prompted an unprecedented rise in the demand for postsecondary education. Between 1950 and 1970—commonly referred to as the era of "college massification"—enrollment in U.S. higher education grew nearly fivefold (Gumport, Iannozzi, Shaman, & Zemsky, 1997). As college applications surged across the United States, selective colleges, in particular, were compelled to adopt new screening methods to sort through larger, more competitive, and increasingly heterogeneous applicant pools (Alon & Tienda, 2007; Lemann, 1999; Posselt, Jaquette, Bielby, & Bastedo, 2012); and many such institutions began to rely on standardized testing as one admissions screening mechanism.

Although the SAT and ACT originally were designed to promote college access—specifically, by identifying academically talented students, regardless of background—there has been much debate surrounding the predictive validity of these exams. Previous research has revealed a positive correlation between SAT scores and postsecondary GPA, and has also indicated that standardized test scores, in conjunction with high school GPA, serve as a better predictor of

first-year academic performance than high school GPA alone (Kobrin, Patterson, Barbuti, Mattern, & Shaw, 2008; Sackett et al., 2012). However, other research contends that standardized tests have become proxies for privilege and have perpetuated class and race divisions within postsecondary education (e.g., see Grodsky, Warren, & Felts, 2008, for review of educational testing and social stratification). Several studies have cited a strong positive correlation between standardized test achievement and socioeconomic status (SES; Blau et al., 2004; Camara & Schmidt, 1999; Fischer et al., 1996; Freedle, 2003; Rothstein, 2004), and also between standardized test achievement and White racial status (Camara & Schmidt, 1999; Rothstein, 2004); while other research has suggested that standardized test scores lose much of their ability to predict postsecondary success (i.e., first-year GPA) when student SES (Geiser & Studley, 2002) and high school racial and socioeconomic diversity (Rothstein, 2004) are considered. These findings may be attributed, at least in part, to the fact that socioeconomically advantaged students are more likely to purchase test preparation materials, enroll in test preparation classes, hire a tutor, and engage in other activities that are likely to boost test scores (Buchmann, Condron, & Roscigno, 2010; Park, 2012). Finally, other critiques suggest that test scores—when compared with other measures of academic achievement, such as high school GPA or class rank—are insufficient gauges of motivation, inquisitiveness, and other qualities that contribute to learning and success (Atkinson & Geiser, 2009; Hoffman & Lowitzki, 2005).

Despite extensive research challenging the predictive validity of standardized tests, there are several recent studies indicating that the SAT and ACT continue to predict academic performance, even when background is considered (e.g., Bettinger, Evans, & Pope, 2011; Sackett, Kuncel, Arneson, & Waters, 2009; Sackett et al., 2012). For example, Sackett and colleagues (2012) found in an analysis of three large-scale datasets that the association between SAT scores and first-year academic performance decreases only slightly when socioeconomic background is considered, suggesting that the SAT remains a useful predictor of future academic achievement. In addition, Bettinger et al. (2011) discovered that ACT subscores in English and mathematics are highly predictive of first-year and second-year college GPA, even after controlling for race, gender, and (college) campus fixed effects.

While education researchers debate the merits of standardized testing, the overwhelming majority of selective colleges and universities continue to hold firm to their standardized testing requirements and use standardized test scores, among other academic and extracurricular factors, in making admissions decisions. In fact, many selective institutions have become more reliant on standardized testing in recent decades. Alon and Tienda (2007), for example, used data from two nationally representative studies to discover that, on average, America's most selective schools ascribe more weight to test scores than grades when evaluating applicants. Alon and Tienda attribute increased dependence on test scores to the perceived need for a standardized metric that is able (or that claims to be able) to identify the "aristocracy of talent" among an ever-growing pool of qualified applicants; however, they and others (Ehrenberg, 2002; Epstein, 2009) also attribute increased reliance to the rising prominence of college rankings systems, such as those released by *U.S. News & World Report*. Although contributing a relatively small percentage to the magazine's ranking formula (7.5% to 8.125% in recent years), average institutional SAT/ACT score is the largest predictor of *U.S. News* rank (Webster, 2001), and its influence may be subsumed within other measures that *U.S. News* uses to determine an institution's rank score, such as academic reputation (as reported by college administrators and high school counselors).

Indeed, enrollment managers and admissions officers face increasing pressure to enroll classes with stronger academic credentials each year. These institutional pressures have resulted in several recent cases of institutional test scores being misrepresented or deliberately manipulated for institutional purposes (e.g., Fuller, 2012; Hoover, 2012a; Supiano, 2012) Consequently, given their influence and the "elasticity of admissions data" (Hoover, 2012b), standardized test scores have been assigned considerable, and perhaps undue, emphasis in the admissions process, especially by institutions seeking to improve their standing in the rankings hierarchy.

While selective colleges, in general, have exhibited a stronger commitment to standardized

testing over time; there is a growing minority of competitive institutions, primarily within the liberal arts sector, which has decided to de-emphasize or eliminate the use of standardized test scores in the admissions process. Interestingly, the test-optional "movement" among liberal arts colleges began in earnest after the speech of a university president, University of California's (UC) Richard Atkinson, who declared to the American Council on Education that overreliance on the SAT was "distorting educational priorities and practices" (Atkinson, 2001). Although UC never implemented Atkinson's recommendation that the university system abandon its SAT I admission requirement, Atkinson's speech prompted the College Board to redesign the SAT, which featured a new writing section and de-emphasized assessing student aptitude in favor of testing student preparation (Epstein, 2009). The speech also prompted scores of selective liberal arts colleges to abandon or de-emphasize standardized testing requirements in their admission processes (Epstein, 2009). Over the past decade, and despite the release of a revised SAT, more than 50 liberal arts colleges identified by Barron's *Profile of American Colleges* as "very competitive," "highly competitive," or "most competitive" have adopted test-optional policies that allow applicants to choose, without penalty, whether or not to submit their SAT or ACT scores.

In addition to expressing concerns about the biases and validity of standardized assessments, test-optional colleges commonly report that test-optional policies enhance the ethnic and economic diversity of their respective campuses without compromising the academic quality or performance of their student bodies (Bates College, 2004; Jaschik, 2006; McDermott, 2008). Espenshade and Chung's (2011) simulation study supports such claims, suggesting that test-optional policies would lead to an increase in the percentage of Black, Hispanic, and low-SES students at adopting institutions; however, it relied on predicted probabilities of admission to make assertions about *yield*, even though acceptance does not necessarily result in enrollment, especially in the case of underrepresented populations (Smith, Pender, & Howell, 2013).

To date, few studies have assessed the relationship between test-optional policies and campus diversity. Moreover, we know little about whether the implementation of test-optional policies leads to benefits that are less altruistic and more institution-specific. Several higher education leaders and reports have argued that colleges adopt test-optional policies to increase institutional status and selectivity (Ehrenberg, 2002; Epstein, 2009; Yablon, 2001), specifically through higher application numbers and reported standardized test scores. Case studies examining individual institutions' test-optional policies provide some evidence that the adoption of these policies results in increased applications from students who might otherwise not have applied (e.g., Bates and Providence colleges; Epstein, 2009). One such study of Mount Holyoke College revealed that students "underperforming" on the SAT were more likely to withhold their results from the test-optional college (Robinson & Monks, 2005), leading to higher institution-reported SAT scores. However, there have been no broad studies (i.e., studies focusing on multiple colleges) examining the effects of test-optional adoption. Thus, we know little about how the test-optional movement as a whole has influenced the admissions and enrollment profiles of participating colleges.

Conceptual Framework

To conceptualize how test-optional policies might influence admissions and enrollment at liberal arts colleges, we consider the overt and less overt intentions of test-optional adoption. To do so, we draw upon Merton's influential understanding of the manifest and latent functions of social action (e.g., Merton, 1957). Merton's approach allows us to examine the intended (manifest) and unintended (latent) functions of social policies, and how these functions serve to maintain and reinforce the current social structure and its existing inequalities (Merton, 1936, 1957).

Manifest functions refer to the intended and recognized purposes of test-optional policies. These manifest functions are institutions' commonly stated goals for adopting policies that de-emphasize or eliminate the use of test scores. Institutions that have adopted test-optional policies often cite efforts to improve diversity and to "level the playing field" for groups of students who, on average, tend to be disadvantaged by higher education's reliance on standardized

testing, (Cortes, 2103; Epstein, 2009; Espenshade & Chung, 2011). By encouraging a more holistic review of applicants, test-optional admissions policies are intended to reduce the inequalities in college access that standardized test scores arguably promote. Analyzing the manifest functions of test-optional policies thus allows us to determine whether these policies have achieved a commonly stated goal of increasing postsecondary opportunity through enhancing campus economic and ethnic diversity—at liberal arts colleges specifically.

Although previous research often focuses on the recognized outcomes of test-optional policies, we extend our understanding of these policies by considering the unintended or unrecognized outcomes, or latent functions, that test-optional policies fulfill. As Merton (1957) suggested, the analysis of latent functions provides a particularly interesting area of sociological inquiry by considering how less overt outcomes enable institutions to maintain their current social position. Although test-optional admissions policies largely are hailed as efforts to expand access at selective institutions, it is also possible they serve a less noted purpose of increasing institutional status and perceived selectivity.

In a 2006 op-ed to the *New York Times*, former president of Reed College, Colin Diver, called attention to possible ulterior motives behind test-optional adoption. In his piece, Diver (2006) suggested that under test-optional policies, low-scoring students would choose not to submit their test scores, and as a consequence, test-optional colleges would increase their average institutional test scores and standing in the *U.S. News* rankings. Diver and others (e.g., Ehrenberg, 2002) also argued that institutions adopting policies that de-emphasize the use of standardized test scores encourage more applications from students who may otherwise have not applied on the basis of a test requirement or average test score.

Finally, and as Diver (2006) and Epstein (2009) noted, institutions may be aware of the implications that test-optional policies have for both enrollment and status. It is possible that college administrators may consciously adopt these policies with an eye toward increasing diversity *and* appearing more selective. If so, what may seem latent to others may actually be a manifest function and motivating factor that shapes the admissions policies administrators choose to adopt. That is, test-optional admissions policies may constitute a "double play" strategy (Bourdieu, 1996, p. 271) institutions use to promote social aims and subtly influence institutional standing. If this assessment proves accurate, test-optional policies may ultimately reaffirm the position of selective institutions, and their role in maintaining and reproducing stratification within higher education and society more broadly (Bourdieu, 1993; Bourdieu & Wacquant, 1992).

Hence, in this analysis, we examine the possibility that although test-optional policies overtly seek to expand educational opportunity, they may also result in better institutional position through increased numbers of applications and higher reported SAT/ACT scores for use in institutional rankings. Thus, in Merton's account, even if test-optional policies fail to achieve their manifest functions, institutions may still adopt or continue these policies because they fulfill a desirable latent function of increasing institutional standing.

Data and Sample

To assess how test-optional policies shape diversity and admissions profiles at liberal arts colleges, we collected time-series, cross-sectional (i.e., panel) data on 180 selective liberal arts colleges in the United States. Our panel spans nearly two decades, from 1992 to 2010, and includes annual institution-level data on several outcomes of interest, namely, the percentage of students receiving a Pell grant (any dollar amount), the percentage of students identifying as an underrepresented minority (African American, Hispanic, or Native American), the number of freshman applications submitted to an institution, and an institution's average reported SAT score (25th percentile, critical reading, and math combined). Our primary independent variable is dichotomous and indicates whether colleges in the sample possess a test-optional admissions policy during a given year. We assign test-optional status only to those colleges that have made the submission of *all* test scores optional for *all* students, *and* that do not penalize applicants who wish to withhold their test scores. For example, several liberal arts colleges have adopted test-flexible admissions policies—that

do not require SAT scores, but that still require applicant scores from one or several other standardized tests (e.g., ACT, Advanced Placement [AP], or SAT subject tests)—and/or have made the submission of test scores optional for only a small subset of high-achieving students. These colleges cannot be considered test-optional in a definitional sense and are designated as "test-requiring" for the purposes of this study.

In addition to our dependent and primary independent variables, we also include controls for several time-variant variables that are likely to influence the diversity and admission profile of a liberal arts college, specifically full-time enrollment (FTE), annual tuition and fees, institutional grant award per FTE, education and related expenditures per FTE, admission rate, and a dichotomous variable indicating whether an institution adopted a no-loan financial aid policy in a given year. Financial measures are adjusted for inflation using the Consumer Price Index to reflect 2010 dollars and are logged to ease interpretation and provide a more normal distribution to the data.

Data incorporated into the panel come from multiple postsecondary data sources, including the U.S. Department of Education, the Integrated Postsecondary Education Data System (IPEDS), the Delta Cost Project, and the College Board's (2011) *Annual Survey of Colleges*. The data encompass years before and after test-optional "treatment," thereby providing a suitable data space within which to employ DiD modeling.

A quasi-experimental technique, DiD, employs a fixed-effects strategy to isolate group- or aggregate-level changes resulting from a particular intervention or policy. Specifically, DiD exploits time-induced variation to control for potential observed and unobserved differences that exist across treated and control groups and which may obscure effects that are attributed to the treatment itself (Gelman & Hill, 2006). In this study, DiD allows us to assess whether test-optional colleges experienced significant changes in the above-mentioned outcomes after adoption of their respective policies, controlling for potentially confounding time trends and pre-existing differences between test-optional and test-requiring institutions.

To reduce bias and meet identifying assumptions of the DiD model (discussed further below), we limit our sample to liberal arts colleges that *Barron's* Admissions Competitive Index categorizes as "competitive," "very competitive," "highly competitive," or "most competitive." Institutions at which standardized tests are not likely to figure prominently in the admissions process are excluded from the analysis, specifically institutions that are classified by *Barron's* as "less competitive," "non-competitive," or "special"—all of which have relatively high acceptance rates (more than 85%), admit applicants with low standardized test scores, and/or admit applicants largely on the basis of non-academic credentials. In addition, we focus our analysis on liberal arts colleges, in particular, because, during the period of our study, test-optional policies were adopted primarily by institutions in this sector.[1] Table 1 lists the test-optional liberal arts colleges within our panel and the academic year (ending) in which test-optional policies were adopted.

Analytic Technique

In cross-sectional evaluations of test-optional initiatives, estimated effects may confound policy-related gains in diversity and admissions profile with unobservable, institution-level attributes, which may also contribute to these outcomes, such as a college's culture or academic environment. Likewise, a pure time-series analysis may uncover a significant post-policy effect, but the effect may be spurious due to time trends that move most or all colleges to experience a change in their Pell rates or reported SAT scores, for example. In contrast, DiD controls for enrollment trends *and* pre-treatment differences between institutions, in effect, using both as baselines against which to compare the after-intervention outcomes of test-optional and test-requiring schools. This enables us to distinguish whether, and to what extent, post-implementation effects are attributable to the test-optional policy itself. The DiD model is formally expressed as

$$Y_{cy} = \beta_0 + \beta_1 T_c + \beta_2 A_{cy} + \gamma \mathbf{X}_{cy} + \delta_1 T_c A_{cy} + \varepsilon_{cy}, \quad (1)$$

where Y_{cy} is an outcome of interest; T_c is a dichotomous measure indicating whether a college, c, received the test-optional "treatment" during any year in the panel, y, and captures pre-treatment differences between optional and non-optional schools; A_{cy} is a dichotomous measure

TABLE 1
Sample Liberal Arts Colleges Adopting Test-Optional Policies

College (City, State)	Year of Adoption (Ending)
Wheaton College (Wheaton, MA)	1993
Dickinson College (Carlisle, PA)	1995
Hartwick College (Oneonta, NY)	1996
Muhlenberg College (Allentown, PA)	1997
Mount Holyoke College (South Hadley, MA)	2002
Pitzer College (Claremont, CA)	2004
Sarah Lawrence College (Bronxville, NY)	2005
Chatham University (Pittsburgh, PA)	2006
College of the Holy Cross (Worcester, MA)	2006
Knox College (Galesburg, IL)	2006
Lawrence University (Appleton, WI)	2006
St. Lawrence University (Catnon, NY)	2006
Susquehanna University (Selinsgrove, PA)	2006
Bennington College (Bennington, VT)	2007
Drew University (Madison, NJ)	2007
Eckerd College (St. Petersburg, FL)	2007
Franklin & Marshall College (Lancaster, PA)	2007
Gettysburg College (Gettysburg, PA)	2007
Guilford College (Greensboro, NC)	2007
Gustavus Adolphus College (St. Peter, MN)	2007
Hobart and William Smith Colleges (Geneva, NY)	2007
Juniata College (Huntingdon, PA)	2007
Lake Forest College (Lake Forest, IL)	2007
Lycoming College (Williamsport, PA)	2007
Union College (Schenectady, NY)	2007
Augustana College (Rock Island, IL)	2008
Denison University (Granville, OH)	2008
Wittenberg University (Springfield, OH)	2008
Albright College (Reading, PA)	2009
Goucher College (Towson, MD)	2009
Marlboro College (Marlboro, VT)	2009
Smith College (Northampton, MA)	2009

equaling "1" in years during and after implementation of a test-optional policy and captures changes in our outcomes of interest that may have occurred in the absence of a test-optional policy; $\mathbf{X}_{cy}$ indicates a vector of relevant covariates described above; and δ_1, the coefficient of interest, interacts with the intervention and time indicators and represents the DiD estimate, where

$$\delta_1 = (Y_{Treat(after)} - Y_{Treat(before)}) - (Y_{Control(after)} - Y_{Control(before)}), \quad (2)$$

which represents the difference in outcomes between the pre- and post-policy time periods, while controlling for pre-existing differences in outcomes between test-optional and test-requiring institutions.

Given the standard ordinary least squares (OLS) formulation of the above model, it is necessary to account for characteristics of our data and sample, which could lead to bias and/or inefficient estimates, even within the DiD framework. First, given that colleges instituted test-optional policies in different years, the simplified model in Equation 1 may over- or underestimate the effect of test-optional intervention as it assigns treatment to colleges that did not yet implement a test-optional policy. As a corrective measure, we incorporate institution- and year-fixed effects to specify the exact year in which a participating school received intervention and, in contrast to the simplified model in Equation 1, to account for variation in the duration of "treatment" among test-optional colleges (Bertrand, Duflo, & Mullainathan, 2004; Dynarksi, 2004). In particular, we estimate the following revised model, which should provide more refined evidence of test-optional effects:

$$Y_{cy} = \alpha A_c + \beta B_y + \gamma \mathbf{X}_{cy} + \delta_1 T_{cy} + \varepsilon_{cy}, \quad (3)$$

where A_c and B_y are fixed effects for colleges, c, and years, y, respectively; $\mathbf{X}_{cy}$ represents a vector of included covariates; ε_{cy} is an idiosyncratic error term; and δ_1 is our coefficient of interest and equal to "1" in any academic year when an institution's incoming class of students benefitted from a test-optional admission policy. For example, if a college adopted a test-optional admissions policy during the 2004–2005 academic year for the incoming class of 2005–2006, the institution is first indicated as a test-optional college in the 2005–2006 academic year, as 2005–2006 is the first year in which test-optional policies may affect institutional indicators, such as Pell rates, minority rates, average test scores, and *reported* application numbers.[2]

In addition, given that our analysis encompasses multiple years before and after test-optional "intervention," we also conduct a series of Durbin–Watson tests, which yield evidence of serial correlation in the simple and revised

models (Equations 1 and 3, respectively) for all outcomes. To correct for possible Type 1 error, we incorporate cluster-robust standard errors into each of our models (White, 1980), which adjust the estimated variance–covariance matrix to account for correlated residuals within clusters (i.e., colleges) and which should provide for efficient estimates of a test-optional effect, especially given that our sample has a *N* greater than 50 (Bertrand et al., 2004).

Finally, after estimating both models, we explore whether our DiD design meets the assumption of parallel trends. To yield unbiased estimates, DiD models must meet the strong assumption that treated and control groups would exhibit parallel trends in the absence of intervention (Angrist & Pischke, 2009)—which, according to Abadie (2005), "may be implausible if pre-treatment characteristics that are thought to be associated with the dynamics of an outcome variable are unbalanced between the treated and untreated group" (p. 2).

Potentially, there are differences between test-optional and test-requiring colleges not accounted for by Equation 3, and which may influence selection into "treatment," as well as the direction and rate at which outcomes among the two groups change. While pre-intervention data and the aforementioned covariates control for at least some of these differences, there may be other influential variables omitted from our models, which could potentially preclude accurate estimation of a test-optional effect.

Causal inference via DiD requires that we construct an appropriate counterfactual scenario where treated units (i.e., test-optional colleges) are instead assigned to the control group (i.e., test-requiring colleges), and vice versa—because any unit can be observed under only one of two conditions. To infer a causal effect of test-optional intervention, we must adequately approximate the outcomes of a "treated" college under control conditions (i.e., if it did not participate in test-optional admissions). If we can construct this counterfactual condition or "what if" scenario for treated units in our sample, we can *estimate* the average treatment effect of the test-optional policy: $E[Y_{1c} - Y_{0c}]$. Doing so, however, requires that we compare test-optional schools with "control" schools, which, given their characteristics and context, would exhibit similar trends in the absence of test-optional "treatment." If treated and control colleges within our sample differ on particular unobservables that lead to diverging outcomes, regardless of intervention, we cannot determine whether or which portion of a potential test-optional effect is attributable to the policy itself or to another difference, policy change, or event that is not accounted for by our model and that may also influence selection into treatment or our outcomes.

Although the parallel trends assumption is not formally testable, we adopt three techniques to examine whether parallel trends criteria have been met. First, and as indicated previously, we estimate each model on a disaggregated sample of colleges that share similar institutional characteristics and that are most likely to adopt test-optional policies, namely selective, liberal arts colleges. Restricting our sample to institutions of the same sector and similar selectivity levels should provide sufficient overlap (i.e., a range of common support) between test-optional and test-requiring schools, and consequently, allow us to extrapolate counterfactual outcomes via a DiD regression.

Second, we add an institution-specific trend to our set of covariates (Angrist & Pischke, 2009), which controls for the possibility that test-optional and test-requiring schools may have experienced different admissions- and campus-related trends prior to policy implementation. Trend variables are created by regressing each dependent variable on year, for each institution, using data from 1992 to 1995, the period before all but one institution in our dataset adopted a test-optional policy.[3] The trend variables incorporated into our models multiply the resulting coefficients by year and are unique for each institution-year, and as such, allow institutions to follow a different trend throughout the panel. If estimated effects are robust, the inclusion of institution-specific trends should not alter the magnitude or significance of the coefficients of our test-optional indicator.

Finally, after estimating our models, we conducted a series of placebo tests to confirm that effects are evident only after policy implementation and are not the result of some other factor unaccounted for by Equation 3 (Bertrand et al.,

2004). To carry out placebo testing, we estimate models for each outcome, including only panel data for years before test-optional intervention (1992–1995), and then assign test-optional "treatment" to colleges in all years after 1992. We anticipate that placebo models indicating treatment in 1993, 1994, and 1995 will yield insignificant effects of a test-optional policy, because policy implementation is synthetic and never actually occurs. However, if our test-optional indicator is significant, we must consider that effects attributed to the outcome being modeled are spurious (and possibly null), and that changes in the outcome, if any, are due to other unobservable measures.

Limitations

Despite the application of several bias-reducing techniques, this study is still limited in three important ways. First, there are several colleges for which we were unable to collect pre-adoption data. Five colleges, namely Bard, Bates, Bowdoin, Hampshire, and Lewis and Clark, implemented test-optional policies before 1992 and as early as 1965. While efforts were made to collect data prior to 1992, inconsistencies in IPEDS reporting (for grant awards and minority enrollment) and missing College Board data (for SAT scores and freshman applications) prevented us from expanding our panel to earlier years. Although "early-adopting" colleges constitute a small percentage of all test-optional colleges, and adopted policies prior to, and irrespective of, the test-optional movement, their influence could shed light on the long-term influence of test-optional initiatives. With this in mind, additional research might explore other techniques to examine test-optional-related changes among this unique group of institutions.

Second, while our fixed-effects identification strategy controlled for time-invariant omitted variables that may confound the institution-related effects of test-optional policies, it did not control for variables that change over time, which were not incorporated into our models and which may ultimately confound our estimates. For example, given the inconsistencies in endowment reporting during the period of our study, we were unable to include a variable for each college's annual institutional endowment—a potentially important indicator of campus diversity and admissions competitiveness. Although we collected data on an adequate proxy, institutional grant award per student, there may still be other elements of endowment that contributed to our outcomes of interest, above and beyond what is used for financial aid. In addition, a measure indicating the percentage of students submitting test scores may have provided for finer distinctions between test-optional programs and a more nuanced discussion on the relationship between test-optional "participation" and our dependent variables; however, reliable data for this indicator were not available.

Finally, several variables have missing data, specifically those for Pell rate (0.85%), reported SAT score (1.81%), applications (2.31%), and acceptance rate (2.31%). As a robustness check, we imputed missing values using chained equations and compared the results of our models with imputed data against our original models (with missing data). Our results remained the same; however, our findings may still be susceptible to non-response bias, especially because the majority of missingness occurs within a particular time frame, namely the first 5 years of our panel.

Results

The graphs in Figure 1 illustrate changes in institutional diversity and admissions profile during the period of our study for both test-optional and test-requiring colleges. Graphs A and B show, respectively, that test-optional colleges enrolled a lower proportion of Pell recipients and underrepresented minorities, on average, than test-requiring institutions—during all years of the panel. Furthermore, and somewhat to our surprise, Graphs A and B reveal that test-optional colleges did not make any progress in narrowing these diversity-related gaps after they adopted test-optional policies. In contrast, Graphs C and D suggest that test-optional adopters did achieve relative gains on certain admissions-related indicators. For example, while test-optional institutions reported higher average SAT scores in initial years of the panel, their margins increased in later years, by approximately 25 points on average, as Graph C shows.[4] Graph D also depicts steadily increasing margins in application totals between test-optional and test-requiring

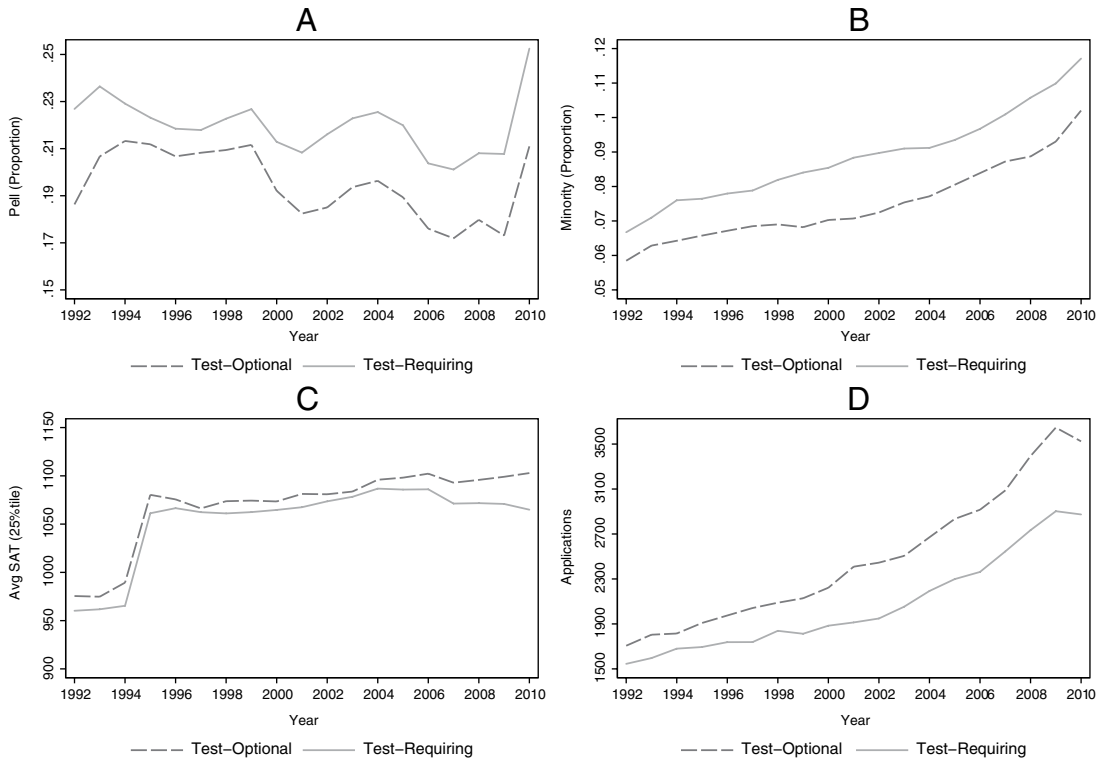

FIGURE 1. *Institutional diversity and admissions profile: Averages for test-optional and test-requiring colleges (1992–2010).*
Note. SAT = Scholastic Aptitude Test.

schools. In the first year of our panel, (eventual), test-optional colleges received 150 more applications, on average, than their test-requiring counterparts; by the end of our panel, test-optional colleges were receiving approximately 550 more applications.[5]

While the graphs in Figure 1 illuminate changes in our outcomes of interest, they cannot communicate the magnitude and significance of such changes, especially given that additional factors, besides test-optional policy implementation, may have contributed to differences in diversity and admissions-related trends between test-optional and test-requiring institutions. Indeed, the descriptive statistics in Table 2 reveal substantial growth in other institution-level indicators, which may have contributed to diverging outcomes between the two groups. For example, Table 2 shows that institutional grant dollars per FTE at test-optional colleges more than doubled in constant dollars over the course of our panel, and averaged more than US$13,000 per student by 2010, which may explain relative gains in the number of applications received at these schools. In addition, test-optional colleges experienced greater increases in tuition and fee prices in constant dollars during the period of our study, which may have prevented optimal numbers of low-income and/or minority students from applying, and consequently, may have suppressed the positive effects that test-optional policies might have otherwise had on the diversity of adopting institutions. If tuition remained constant, would test-optional policies have contributed to increases in low-income and minority enrollment—as many test-optional colleges have claimed, and despite what the graph in Figure 1 indicates? Can diverging application totals be attributed to test-optional polices, increased grant aid, or both? Results from our DiD models address these and other such questions.

Table 3 displays our regression results, which appear to confirm what the graphs in Figure 1 suggest—that test-optional admissions policies

TABLE 2
Means (and Standard Deviations) of Independent Variables (Test-Optional vs. Test-Requiring Colleges)

Variable	Minimum	Maximum	Test-optional (1992)	Test-optional (2010)	Test-requiring (1992)	Test-requiring (2010)
Independent						
No-loan policy	0.00	1.00	0.00	0.03	0.00	0.11
Undergraduate enrollment (FTE)	59.61	7,686.76	1,541.36 (640.57)	1,951.56 (607.10)	1,489.35 (869.12)	1,750.80 (1,059.47)
E&R expenditures (per FTE)	6,744.15	97,196.20	22,861.79 (5,226.24)	29,151.73 (7,712.33)	19,753.82 (6,870.28)	27,946.33 (11,922.24)
Tuition & fees	3,124.96	45,895.54	22,682.09 (3,226.14)	35,477.97 (4,008.84)	17,397.40 (5,361.74)	28,909.37 (7,604.14)
Institutional grant award (per FTE)	3.26	21,933.67	6,308.39 (1,667.48)	13,358.18 (3,079.46)	4,592.59 (2,214.47)	11,494.75 (4,588.02)
Admission rate	0.15	1.00	0.71 (0.10)	0.59 (0.15)	0.72 (0.17)	0.60 (0.20)
Dependent						
Proportion Pell	0.03	0.82	0.19 (0.08)	0.21 (0.08)	0.23 (0.12)	0.25 (0.12)
Proportion minority	0.00	0.56	0.06 (0.03)	0.10 (0.05)	0.07 (0.05)	0.12 (0.07)
Applications	23	10,068	1,706.16 (927.05)	3,524.38 (1,545.08)	1,544.91 (1,215.49)	2,980.06 (2,121.63)
Reported SAT score (25th percentile)	600	1,440	975.48 (73.30)	1,102.90 (97.44)	960.22 (129.75)	1,062.25 (142.60)
Institutions (*N*)			32	32	148	148

Note. FTE = full-time enrollment; SAT = Scholastic Aptitude Test.

do not increase the diversity of policy-adopting liberal arts colleges, on average. In particular, when controlling for unobserved heterogeneity (via institution- and year-fixed effects) and other time-varying characteristics, test-optional policies failed to effect a positive change in the proportion of low-income and minority students enrolling at test-optional institutions. This finding contradicts simulated analyses of test-optional programs (Espenshade & Chung, 2011) and is also counter to the reports of several test-optional colleges (Bates College, 2004; Jaschik, 2006; McDermott, 2008). Yet, given the descriptive nature and narrow focus of these past studies—previous reports consisted mostly of case studies focusing on one or a small number of institutions—and the quasi-experimental nature of our own study, we are confident that results yielded from our models are robust and provide some evidence that test-optional policies overall have not been the catalysts of diversity that many have claimed them to be.

Despite their seemingly non-significant impact on racial and economic diversity, test-optional policies appear to benefit adopting colleges in other, more institution-promoting ways. As indicated in the third set of columns in Table 3, implementing a test-optional admissions policy appears to exert a positive and significant influence on the number of applications a college receives. Specifically, after controlling for fixed effects, institution-specific trends, and other influential covariates, our results suggest that liberal arts colleges receive approximately 220 more applications, on average, after adopting a test-optional policy. This constitutes a substantial increase, especially given that colleges in our sample enroll only 400 first-year students annually, on average; however, the statistical significance of our finding may have

TABLE 3
Estimating the Effects of Test-Optional Policies

Outcome	Proportion Pell			Proportion minority			Applications[a]			Reported SAT score		
Model	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Test-optional policy	−0.009	−0.006	−0.012	−0.003	−0.004	−0.003	300.643*	234.023*	221.331*	25.664**	27.184***	25.674**
	(0.010)	(0.009)	(0.009)	(0.004)	(0.005)	(0.005)	(134.250)	(112.853)	(107.781)	(7.903)	(7.974)	(7.792)
No-loan policy		0.008	0.004		0.008	0.009		563.741***	610.153***		21.418***	23.257***
		(0.007)	(0.008)		(0.005)	(0.005)		(157.404)	(166.925)		(4.780)	(5.129)
Undergraduate FTE (ln)		−0.041	−0.041		0.026	0.026		789.916*	1,118.951**		34.410	35.541
		(0.041)	(0.043)		(0.019)	(0.017)		(405.044)	(364.396)		(20.379)	(21.243)
E&R expenditures (ln)		−0.025	−0.026		0.000	0.002		541.808*	693.587**		57.086**	59.039**
		(0.030)	(0.031)		(0.015)	(0.014)		(265.210)	(251.308)		(17.671)	(18.345)
Tuition & fees (ln)		0.002	0.008		−0.008	−0.007		291.776	220.377		22.082	15.015
		(0.020)	(0.018)		(0.008)	(0.007)		(201.747)	(179.190)		(18.054)	(18.426)
Grant/FTE (ln)		0.010	0.011		0.006	0.006		−37.337	−50.833		2.646	2.029
		(0.006)	(0.006)		(0.003)	(0.003)		(52.192)	(55.039)		(3.933)	(3.992)
Admission rate		0.020	0.026		0.003	−0.003		−2,611.427***	−2,578.454***		−63.434***	−69.176***
		(0.019)	(0.019)		(0.011)	(0.011)		(334.937)	(336.692)		(17.688)	(17.612)
Observations	3,389	3,269	3,262	3,418	3,292	3,292	3,339	3,292	3,269	3,356	3,243	3,182
R^2	.893	.891	.898	.846	.851	.854	.908	.928	.932	.917	.920	.922
Year-fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Institution-fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Institution-specific trend	No	No	Yes	No	No	Yes	No	No	Yes	No	No	Yes
Placebo effect[b]	—	—	—	—	—	—	No	No	No	No	No	No

Note. Robust standard errors clustered at the institution level are reported in parentheses. SAT = Scholastic Aptitude Test; FTE = full-time enrollment.
[a]Models incorporating the square-root transformation of applications produce positive yet insignificant results.
[b]We test for placebo effects in models where the test-optional coefficient is significant.
*$p < .05$. **$p < .01$. ***$p < .001$.

more to do with our data than our test-optional indicator. Indeed, normality tests (Jarque & Bera, 1987; Royston, 1991) offered some evidence that our variable for applications was positively skewed. To partially correct for non-normality, we re-estimated our model using the square-root transformation of our "applications" measure, and found that effects for test-optional adoption were still positive but no longer significant.[6] As such, our analysis provides interesting, yet inconclusive, results on the relationship between test-optional policies and application numbers.

Finally, test-optional policies also appear to be associated with an increase in reported test scores. Consistent with the claims of past reports (Ehrenberg, 2002; Yablon, 2001), liberal arts colleges that implement test-optional policies experience a subsequent rise in their reported SAT scores, by approximately 26 points, on average, all else equal. Furthermore, the magnitude and significance of these test-related effects remain consistent across models, even after controlling for trends, other potential confounders, and possible placebo effects—suggesting that results with respect to this outcome are quite robust. In sum, findings from our analyses indicate that test-optional policies enhance the appearance of selectivity, rather than the diversity, of adopting institutions.

Discussion

Our findings suggest that test-optional admissions policies, as a whole, have done little to meet their manifest goals of expanding educational opportunity for low-income and minority students. However, we find evidence that test-optional policies fulfill a latent function of increasing the perceived selectivity and status of these institutions. In doing so, these policies may serve to reproduce and maintain the current social structure—and its inequalities—within U.S. higher education.

While this study provides evidence of how test-optional admissions policies shape diversity and admissions profiles, more broadly, it serves as a reminder of the values that are reflected in the process of selecting students into liberal arts colleges.

The SAT and other standardized tests were initially adopted to sort students according to academic ability rather than status and background. This sorting mechanism, however, favored wealthy students and reinforced their disproportionate presence at the nation's most selective institutions. In a way, the SAT became an adaptive mechanism that upper-class families used to secure their future social status (Alon, 2009)—which, in part, may explain why the SAT continues to predominate the selective college admissions process. While selective institutions have become increasingly open to considering SAT alternatives, other standardized assessments—including the ACT, Advanced Placement, International Baccalaureate (IB), and SAT subject tests—are vulnerable to the same inequities. For example, affluent students and families can often "buy" their way to improved scores on any standardized test by hiring a private tutor, enrolling in a test preparation course, and/or registering for several administrations of the same exam (Lemann, 1999; Lewin, 2013; Vigdor & Clotfelter, 2003). Previous research shows that one or more of these costly strategies usually results in improved standardized test scores and better admissions prospects at selective colleges and universities (Buchmann et al., 2010).

Despite the clear relationship between privilege and standardized test performance, the adoption of test-optional admissions policies does not seem an adequate solution to providing educational opportunity for low-income and minority students. In fact, test-optional admission policies may perpetuate stratification within the postsecondary sector, in particular, by assigning greater importance to credentials that are more accessible to advantaged populations. Without access to standardized test data for every applicant, test-optional colleges rely more heavily on school-specific measures, such as strength of curriculum or involvement outside the classroom, to draw comparisons between prospective students; however, several studies reveal that the availability of advanced (AP, IB, and honors) courses and extracurricular opportunities is unequally distributed across socioeconomic groups (Espenshade & Radford, 2009; Iatarola, Conger, & Long, 2011; Klugman, 2013; Perna et al., 2013), and that low-SES students face greater obstacles to participating in the classes

and activities that facilitate selective college enrollment (Klugman, 2012). As a result, test-optional colleges may be inadvertently trading one inequitable policy for another—a troubling notion given that 11 additional selective liberal arts colleges have adopted test-optional polices in the past 2 years alone,[7] advancing what Diver (2006) referred to as a "new front in the admissions arms race."

Although implications for policy and practice are not entirely clear, our study reveals that eliminating or de-emphasizing standardized tests in the admissions process has not reduced educational inequalities, on average. These results indicate that the connection between social status and college admission is deeply embedded (Thacker, 2005), and perhaps more than the test-optional movement could have predicted. Our study also indicates that selective institutions cannot be relied upon, at least solely, to stem disparities in postsecondary access, which is not entirely surprising, given that most selective colleges and universities rely on a host of external resource providers that place significant emphasis on institutional position and rank (e.g., students, families, government, industry, etc.; Bastedo & Bowman, 2011; Meredith, 2004).

Nevertheless, if test-optional and other selective colleges are sincere in their desires to increase access and enroll more underrepresented students, they might consider acknowledging the SAT and other similar tests as imperfect yet useful indicators of academic achievement, as Diver (2006) and Epstein (2009) suggested, while learning to more appropriately situate a student's test score within his or her particular context.

Test-optional and other selective institutions might also consider reexamining their recruitment strategies. A wave of recent research on postsecondary "undermatch" reveals that a majority of high-achieving, low-income students fail even to apply at selective colleges and are generally unaware of the admissions requirements and benefits associated with selective higher education (Belasco & Trivette, in press; Hoxby & Avery, 2012; Smith et al., 2013). These findings are likely related to current recruitment practices at many selective colleges, which pay inadequate attention to the places where underrepresented students live and learn, largely ignoring geographically remote areas and/or low-income schools in favor of more cost-effective or "fruitful" locales (Hill & Winston, 2010; Stevens, 2007). Arguably, institutions that fail to reach a majority of underrepresented students, through recruitment or other outreach initiatives, will find it difficult to improve diversity in meaningful and significant ways, regardless of their admissions criteria. If test-optional and other selective colleges genuinely aim to become more inclusive, they must meet underrepresented students where they actually are, instead of where they "should be."

However, as intimated previously, achieving a more equitable approach to student recruitment and applicant evaluation will likely depend on the extent to which selective colleges can meet their market-related needs. To that end, it is important that selective institutions collaborate with other stakeholders to devise *and promote* new measures of excellence within higher education that could include the extent to which institutions enroll and graduate underrepresented students, the amount of resources institutions allocate to public service, average student debt load, and other indicators of postsecondary outcomes that demonstrate what colleges do, rather than whom they accept. Until U.S. higher education learns to distinguish excellence from prestige, institutions across all sectors will remain prone to prioritizing status over equity—merely to survive, at least.

Finally, it is important that selective institutions be more transparent and forthcoming about the extent to which they can accommodate disadvantaged populations. Most undermatch studies examining the lack of high-achieving, low-income students at selective institutions fail to discuss how selective colleges would respond to an influx of low-income applicants, for example. In this scenario, would Amherst or Pomona adjust its enrollment strategy to accommodate a significantly greater number of financially needy students? Or, is it more likely that a greater number of needy students would be competing for (roughly) the same number of seats? How would a similar scenario play out at Dickinson or Denison? Although answers to these questions may prompt contempt among the general public or lead to politically unpopular proposals—such as those recommending significant increases to federal and/or state aid for low-income students—they would propel

discussion on what is really required to improve diversity at America's most competitive colleges, compelling all parties to deal in reality rather than ideals.

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Notes

1. A review of the Fairtest newsletter archives (www.fairtest.org) and various college websites revealed that 37 of 44 competitive institutions (as defined by Barron's) adopting test-optional policies before 2010 were liberal arts colleges.

2. The College Board commonly reports an institution's application numbers for the prior academic year. For example, application data in College Board's *Annual Survey of Colleges* labeled 2010 indicate the number of applications submitted in 2009.

3. Trend indicators for Wheaton College (Massachusetts), which adopted a test-optional admissions policy in 1993 (academic year ending), were created using data from 1992 and 1993 only, the 2 years before the institution could have experienced any "test-optional effects."

4. All colleges experienced sharp increases in their reported Scholastic Aptitude Test (SAT) scores after the College Board re-centered score scales in 1995 to provide easier performance comparisons among the contemporary test-taking population.

5. Growth in Pell rates and declines in application totals after 2009 are likely attributed to the Great Recession, and its negative influence on demand for liberal arts education.

6. Normality tests, along with descriptive statistics and histograms, show that a square-root transformation performs better than a log-transformation in allowing for more normal distribution. However, skewness and kurtosis tests still detect some non-normality within our transformed variable.

7. Including Agnes Scott College, Connecticut College, Earlham College, Furman College, Illinois College, Manhattanville College, Moravian College, St. Leo College, University of the South, Ursinus College, and Washington and Jefferson.

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Making SAT scores optional in selective college admissions: a case study

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Abstract

Despite heightened scrutiny of the use of standardized tests in college admissions, there has been little public empirical analysis of the effects of an optional SAT score submission policy on college admissions. This paper examines the results of the decision by Mount Holyoke College to make SAT scores optional in the admissions process. We find that students who "under-performed" on the SAT relative to their high school GPA were more likely to withhold their scores; the admissions office rated applicants who withheld their scores more highly than they otherwise would have been rated; and, matriculants who withheld their scores had a lower average GPA than those who submitted their standardized test results.
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1. Introduction

The SAT test has come under increasing scrutiny and pressure recently from many fronts. Perhaps the largest challenge to this standardized test, which is widely used in college admissions, has come from Richard Atkinson, President of the University of California System. He has publicly criticized the SAT and the over-reliance of colleges on this test in granting admission to their institutions. He recommends the elimination of the SAT as an admission requirement in the University of California System.[1] Atkinson, and other critics of the SAT, find fault with the test on a number of levels. One criticism is that individuals can be coached to perform well on the test. Another concern is that in the end the SAT does not provide that much additional information concerning the future academic ability of college applicants. This final criticism may be particularly applicable at smaller institutions, where each application is read by an admissions officer, and high school grade point average, class rank, rigor of high school curriculum, and letters of recommendation taken collectively

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[1]There are actually two sets of exams. The SAT I, which is a general test of verbal and quantitative abilities, and the SAT II which are a series of topical exams. Throughout this paper the use of the term SAT refers to the SAT I exam.

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may provide more than adequate predictive information concerning an applicant's likely success in college.

While the storm brewing in California has garnered a great deal of attention due to the sheer size of the California higher education system and the potential for a rippling effect across the states, it is not the first institutional challenge to the use of the SAT in college admissions. In fact, over 700 colleges and universities provide some form of flexibility in the submission of standardized tests scores in the application process.[2] For example, for over seventeen years Bates has not required standardized tests scores as a criterion of admission (Hiss, 2001). Additionally, Dickinson, Muhlenberg, and Union College, among others, no longer require the SAT or ACT for admission. On the other hand, Lafayette College experimented with optional SAT score submission in admissions, and decided to resume the requirement of submission of a standardized test score for admittance.[3]

There are both potential costs and benefits to an institution of following an optional SAT score submission policy in admissions. One of the potential benefits is that an institution may receive additional applicants, as individuals who otherwise would have chosen not to apply may now do so. This is a benefit to institutions for two reasons. The first reason is that there may be students among the additional applicants with desirable characteristics or qualities that the institution would like to attract. For example, the marginal applicant pool may possess additional minority students and students with outstanding academic characteristics other than SAT scores. A second reason institutions may benefit from an increase in applications is that they appear more selective, as they accept the same number of students from a larger applicant base. A lower acceptance rate is one measure used by magazines, students, and admissions counselors to gauge the academic quality of an institution.

Another potential benefit to an institution in implementing an optional SAT score submission policy is that it may result in a higher reported average SAT. In fact, one observer (Yablon, 2001) called the use of optional SAT score submission a "scam", in which institutions use optional SAT score submission as a means of raising their average reported SAT scores of the entering class. Higher average reported scores make an institution appear more selective and of higher quality. Ehrenberg (2001) questions the motivation of these institutions for making SAT scores optional. He suggests, as does Yablon, that institutions have made this change in policy, at least in part, to bolster their positions in influential rankings such as the *US News and World Report* rankings of colleges. There is prima facie evidence both in support and opposition to this charge. Brownstein (2001) reports that no longer requiring the SAT actually lowered the reported SAT scores of Dickinson and Franklin and Marshall, while raising the average SAT scores of Muhlenberg, despite the fact that Muhlenberg reports the average SAT score over all of their students, including those who blocked their scores during the application process.

On the other hand, there are costs associated with not collecting the SAT scores of all of the applicants. It may be the case that without the SAT scores of a student the admissions office loses an important tool in differentiating the caliber of student they would like to admit from those they would not. In this scenario, admissions officers may respond by assuming that all non-submitters are "lemons" and not admitting any of the students who withhold their SAT scores. Because the admissions process repeats itself every year, and students are able to observe, at least second hand, previous years' outcomes, this behavior is not sustainable. Soon no one would apply without submitting one's scores and the policy would be moot.

From the students' perspective, the important question becomes how they perceive the institution treats applicants who opt not to submit their scores. A student would only withhold her score if she felt it would improve her chances of being admitted, given her SAT score and other academic characteristics. Similarly, a student would only submit her score if she felt it improved her chances of being admitted. Students who feel that they possess attributes that the college would find desirable, but who did not perform well on the SAT, would be more likely to withhold their SAT scores, while students who performed well on the SAT relative to their other academic credentials would be more likely to submit their scores.

These questions are important from a public policy standpoint. The popularity of SAT test-prep courses represents a considerable investment in attempting to increase one's score on the SAT. If institutions are able to differentiate among its applicants without the use of SAT scores, then these resources could be devoted elsewhere. Second, in as much as enrollment to selective institutions is limited, how these scarce positions in the enrolling class are distributed among the applicants is an important question of allocative efficiency. The SAT is intended to be a signal of academic potential. If it is a noisy signal, then individuals may be self-selecting not to apply to certain institutions where they feel, based on their SAT scores, they do not have a reasonable chance of admission. This result may be most acute among racial and socio-economic groups that traditionally do not perform as well on the SAT. Making the SAT optional in admissions may result in a different distribution of the limited enrollment seats.

[2]This figure comes from the Fairtest organization (http://fairtest.org/optinit.htm).

[3]McCarty (2001).

Despite the heightened concern with the use of standardized tests in college admissions and the important institutional and public policy implications of the use of SAT scores in admissions, there has been little public empirical analysis of the effects of an optional SAT score submission policy on admission outcomes and the subsequent academic performance of those students who chose not to submit their scores, but were admitted to the institution. This paper attempts to fill this void by examining the results of the recent decision by Mount Holyoke College, a small, prestigious, New England, women's, liberal arts college, to make SAT score submission optional in the admissions process. The following analyses focus on the effect of the optional SAT score submission policy on: (1) the size and racial composition of the applicant pool; (2) the decision of applicants to either submit or withhold their SAT scores in the admissions process; (3) the treatment of applicants who choose to withhold their SAT scores by the admissions office; (4) the yield (percentage of admitted applicants who matriculate) of test submitters versus non-submitters; and finally (5) the academic performance of the applicants who blocked their scores during the admissions process. The emphases of these analyses are on the individual choice of whether to submit one's scores, and whether the institution can make an informed decision concerning the academic prospects of the candidate for admission without knowing her SAT score.

2. Data

The data for this analysis are taken from the freshmen class entering in the fall of 2001, the first cohort of applicants for whom the new optional SAT score policy was implemented. For the purpose of this study only applicants for whom admissions decisions were made are considered (individuals with incomplete application materials were excluded from the data). In addition, submitters are defined to be all students who submitted and did not block either an SAT or ACT score and non-submitters are defined to be all applicants for whom the admissions office made an admissions decision based on neither a submitted SAT nor ACT score.[4]

There were 2627 applicants for this class versus 2445 applicants for the entering class of 2000 (see Table 1). This represents an increase of approximately 7 percent. In comparison, the median increase in applications across a set of 12 peer institutions was 1 percent.[5] The increase at Mount Holyoke was the result of a 6 percent increase in white applications and a 21 percent increase in minority and international applications, versus 1 percent and 2 percent increases among our peers, respectively. There was a 27.8 percent decline in the number of applications for whom race was unknown, and therefore it is unclear how much of the increase in minority applications is simply due to re-classification.

Table 1
Completed applications by ethnic status

	2000	2001	% increase (%)
White	1134	1202	6.00
Black	126	208	65.10
Hispanic	86	131	52.30
Asian	223	275	23.30
Native American	8	19	137.50
International	532	549	3.20
Race Unknown	336	243	−27.70
Total	2445	2627	7.44

Table 2
Non-submitters vs. submitters sample (all applicants for which decisions were made)

	Percent	*N*
Submitted no score	24.2	637
Submitted any Score	75.8	1990
Submitted only SAT	70.7	1856
Submitted only ACT	2.3	61
Submitted both SAT and ACT	2.8	73
International		
Submitted no score	33.0	181
Submitted any score	67.0	368
Domestic		
Submitted no score	21.9	456
Submitted any score	78.1	1622

Table 2 illustrates that among the 2627 applicants, 24.2 percent chose to block their standardized tests scores from the admissions office. Thirty-three percent of international students did not submit their scores, and 21.9 percent of domestic students did not submit their scores. These results are similar to the percentage of non-submitters reported by Bates College during the

[4]Individuals who submitted ACT scores rather than SAT scores were eliminated from the following analyses in order to avoid problems of accurately converting ACT to comparable SAT scores.

[5]The 12 peer institutions are Amherst, Barnard, Bryn Mawr, Carleton, Oberlin, Pomona, Smith, Swarthmore, Trinity, Wellesley, Wesleyan, and Williams.

Table 3
Admit rate and yield by submit/non-submit of SAT scores

	Applicants	Accepts	Admit rate (%)	Matriculants	Yield (%)
Total	2627	1451	55	507	35
Submitted scores	1990	1169	58	394	34
Did not submit scores	637	282	44	113	40

first five years under their SAT optional policy (Bradley, 1990).

Table 3 provides a comparison of submitters versus non-submitters based on their application status. As mentioned above, 24.2 percent of applicants did not submit a standardized test score, 19.4 percent of admitted applicants did not submit a test score, and 22.3 percent of the ultimate matriculants did not submit a test score. Based on these summary results it does not appear that the institution changed its policy simply to inflate the number of applicants with no intention of admitting them, in order to increase its reported selectivity. Similarly, it does not appear that the admissions staff viewed all non-submitters as "lemons" and thus did not admit them.

Table 4 compares summary measures of submitter versus non-submitter applicants. As expected, the non-submitters have lower SAT scores. Average SAT scores for non-submitters are based on the 48.4 percent of non-submitters for whom we were able to obtain SAT scores from the College Board or from their high school transcripts, after the admissions process was complete. There are no statistically significant differences in the average high school GPA or class rank of the non-submitters for whom we have SAT scores versus those for whom we do not have test scores. This suggests that the sample of non-submitters for whom we have SAT scores is academically comparable to the sample of non-submitters for whom we do not. Among applicants the non-submitters average combined SAT score is 141 points lower than the average combined SAT score for submitters.

The non-submitters also have lower average high school GPA and class rank than submitters. We use the high school GPA as reported by the high school to the college. All data reported on other than a four point scale have been recalibrated to the 4 point scale. (For example, 100 would correspond to 4.00.) Because high schools typically assign a higher weight to advanced placement (AP) courses than regular courses the highest GPA attainable is greater than 4.00. Home schooled applicants and those whose high schools do not report GPA's are omitted from the statistical analyses using GPA. The high school GPA gap between submitters and non-submitters is 0.18. Class rank is reported as the ratio of the students numerical rank in the class divided by the size of the graduating class times 100 (or the percentile rank reported by the high school). The lowest possible rank is therefore 100 and the highest rank is less than 1 for graduating classes of more than 100 students. For the valedictorian the class rank would be $(100)1/N$ where N is the class size. The difference in average class rank between submitters and non-submitters is 4.8.

Table 4
Differences between submitters and non-submitters all applicants

	Submitters	Non-submitters	Significant
Family contribution	$21,742	$19,785	Yes
No-need	33.0%	27.1%	Yes
Math SAT	617	550	Yes
Verbal SAT	633	558	Yes
Total SAT	1250	1109	Yes
High school GPA	3.61	3.43	Yes
Class rank	15.6	20.4	Yes
Fall accept rate	58.7%	44.3%	Yes
Early decision	8.1%	10.2%	No
White	49.4%	34.2%	Yes
Black	6.9%	11.1%	Yes
Hispanic	4.7%	5.8%	Yes
Asian	10.2%	11.5%	No
International	18.5%	28.4%	Yes
Race unknown	9.6%	8.2%	No
Admission rating	4.2	4.8	Yes
No. of observations	1990	637	

SAT scores for non-submitters are based on those non-submitters for whom scores are available (48.4 percent of non-submitters). Significance at the 5 percent level.

It is also interesting to note the differences in non-academic characteristics of submitters versus non-submitters. The non-submitters are less likely to be white. Approximately, thirty-four percent of non-submitters versus 49 percent of submitters are white. Non-submitters are also more likely to be non-US citizens. Twenty-eight percent of non-submitters versus 18.5 percent of submitters are non-US citizens. These results coupled with the significant increase in minority applications relative to white applications outlined in Table 1 suggest that the change in policy may have had a positive impact on racial diversity. Additionally, because income data is limited for non-aid applicants we use the

family contribution (FC) estimated by the financial aid office using the Institutional Methodology (IM) as a proxy for income. Family contribution is the amount that the family is expected to contribute towards the total educational cost of the student. For non-aid recipients the FC is equal to tuition, fees, room, and board. The non-submitters have lower average income as reflected in their lower average FC and are less likely to be among the students who do not receive any financial aid (no-need) than submitters.

There are no significant differences in the percentage of submitters versus non-submitters who applied (or were admitted) early decision.

These summary measures suggest a number of factors that may contribute to the decision to submit one's standardized test scores. The following section outlines an empirical model of the applicant's decision to submit one's SAT scores, and the related decision by the institution to admit an applicant given that she did or did not submit her SAT score.

3. Empirical model

Clearly, there are two application pools present here. One pool of applicants submitted their SAT scores, and the other applicant pool did not submit their scores, which application pool a candidate belonged to is obviously endogenously determined. This is an example of a switching regression model, with endogenous switching. The first equation, whether to submit one's SAT scores or not, determines to which application equation one is assigned.

$$S^* = X\beta + \mu \text{ where } S = 1 \text{ if submit,}$$
$$S = 0 \text{ if non-submit,} \quad (1)$$

$$A_1 = Z\gamma_1 + (\text{SAT})\gamma_2 + \varepsilon_1 \text{ if } S = 1, \quad (2)$$

$$A_2 = Z\gamma_3 + \varepsilon_2 \text{ if } S = 0, \quad (3)$$

where Eq. (1) is the dichotomous decision to submit or withhold one's SAT scores , A is a measure of admissions (either admissions rating or the dichotomous variable of admittance or not), Z are non-SAT measures of admissions attributes, such as high school GPA and class rank, and X are factors that determine the decision to submit one's SAT scores.

The first step is to estimate the decision to submit one's SAT scores or not (Eq. (1)). It is expected that an applicant would be more likely to submit her SAT score if she felt that it would improve her chances of being admitted ($A_1 > A_2$). Consequently the vector of factors X in Eq. (1) must include all elements of Z and SAT scores. An applicant is likely to feel that submitting her SAT scores will improve her chances of admission the higher her SAT scores. On the other hand, it is expected that an individual with lower SAT scores would be less likely to submit one's scores. Additionally, conditional on SAT scores an individual with other desirable attributes would be more likely to withhold her SAT scores. Similarly, the greater the weights placed on non-SAT measures in the non-submission equation relative to the weights placed on non-SAT characteristics and SAT scores in the submission equation, $(\gamma_3-\gamma_1)/\gamma_2$, the less likely one is to submit one's SAT scores.

The error terms in Eqs. (2) and (3) are not mean zero, as individuals self-select which applicant pool to join based on which pool they believe will increase their probability of admittance. To correct for this selectivity, the results of the SAT submission Eq. (1) are used to perform a Heckit correction for self-selection on the sample of applicants that submitted their SAT scores (Eq. (2)). The selectivity corrected coefficients from this regression were then used to predict the admissions rating of the non-submitters. This predicts the admissions rating that would have been given the non-submitters if they had submitted their scores. Next we estimate the selectivity corrected coefficients for non-submitters (Eq. (3)), and apply the coefficients from this regression to the submitters. This now estimates the admissions rating that would have been given the submitters if they had withheld their SAT scores.

As students are not ultimately interested in their admissions ratings per se, but rather in whether they are admitted or not, we also estimate the above system of equations examining the dichotomous admissions result of admittance or not ($A = 1$ if admitted, zero if not). In order to test for the impact of test score submission on admittance, accounting for the self-selectivity of test score submission, a sequential bivariate probit with partial observability ($S = 1$ if they submitted test scores, $S = 0$ if they did not; $A = 1$ if they were admitted, $A = 0$ if they were not) is estimated on the sample of applicants who submitted their SAT scores. The sequential nature of the bivariate probit comes from the fact the applicants first choose whether to submit their SAT scores or not. The partial observability aspect of the bivariate probit stems from the fact that we only observe the admissions decisions based on SAT scores for those individuals who submitted their SAT scores. Similarly, we only observe the admissions decisions without the use of SAT scores for those individuals who withheld their scores. Following the approach called by Meng and Schmidt (1985) partial, partial observability, the likelihood function to be estimated for SAT score submitters is

$$L = \prod_{A_1=1} \frac{F(X\beta, Z_1\gamma_1 + (\text{SAT})\gamma_2, \rho)}{\Phi(X\beta)} \times \prod_{A_1=0} \frac{\Phi(X\beta) - F(X\beta, Z_1\gamma_1 + (\text{SAT})\gamma_2, \rho)}{\Phi(X\beta)}, \quad (4)$$

where Φ is the standard normal distribution, and F is the bivariate normal distribution, and ρ is the correlation of the error term in the submission decision equation with the error term in the acceptance equation, for SAT score submitters.

Following the approach outlined above, the coefficients from this acceptance model are then used to predict the probability of admission of the non-submitters had they been treated like SAT score submitters. The bivariate probits were identified by excluding FC from the acceptance equation, while including it in the submit equation. As a test of robustness the bivariate probits were also performed including FC in both equations and identifying off of functional form. The results are qualitatively the same.

A similar bivariate probit is also performed for non-submitters and the coefficients from this regression are applied to the characteristics of the submitters to estimate the probability that they would have been admitted had they withheld their SAT scores.

Finally, we attempt to ascertain whether the admissions staff is able to accurately differentiate the academic abilities of the applicant pool without the use of SAT scores for all students. If the admissions staff is able to successfully identify the most able students, then conditional on the admissions rating assigned to each individual, whether they withheld their SAT scores or not should not affect either their yield rates or their academic performance once on campus. To test these hypotheses, we first perform a probit of the decision to enroll or not conditional on admissions rating and a dummy variable for withholding one's score. Next we regress the first year grade point averages of the enrolled students on their admissions rating and a dummy variable for withholding one's SAT score. If the admissions staff can accurately assess the academic caliber of students without the aid of SAT scores, then the coefficient on withholding one's SAT scores should not be statistically significant, conditional on one's admissions rating, in determining a student's probability of matriculating or first year grade point average.

4. Empirical results[6]

The summary measures and empirical model outlined above suggest that race, citizenship, one's SAT scores, and family income may be influential in determining whether to submit one's SAT scores for admission to Mount Holyoke College. As discussed above, the lower one's SAT score the less likely she would be to submit her score. Second, the higher the probability the student would be admitted based on other attributes without a SAT score the less likely she would be to submit her scores. This would imply that applicants with higher GPA's and better class rank would, ceteris paribus, be less likely to submit a SAT score. To test these hypotheses a probit model of SAT score submission is estimated.

4.1. The decision to submit one's SAT scores

Table 5 contains the estimated coefficients from the probit regression of SAT score submission. The two main hypotheses are generally supported. Applicants with higher math and verbal SAT scores are more likely to submit their test scores, and the higher the high school GPA of the applicant the less likely she is to submit her scores.[7] There is no significant effect of class rank on the probability of submitting one's SAT scores. Two other interesting results emerge. First, there is no significant effect of race on the probability of submitting scores. Interestingly, the coefficients on the black and Hispanic indicator variables are positive suggesting that, if anything, blacks and Hispanics are more likely to submit scores than whites, ceteris paribus. This appears to contradict the prediction that applicants with other characteristics that are desirable to the institution would be less likely to submit their scores. If there is affirmative action for minority applicants, then one would expect minority applicants to be less likely to submit their scores. On the other hand, a minority applicant may view a given SAT score as being more meritorious relative to her minority peers than the same score as a white applicant, and she may be more inclined to submit her score. Another interesting result is that the more affluent the applicant, as measured by the FC, the less likely one is to submit a score. This result may indicate that applicants from wealthier families either have more a priori confidence that they will be admitted, perhaps because of the quality of the high school they attend. It may also be because a given SAT score may be viewed by an applicant from an affluent area of the country as being less noteworthy, in comparison to her peers, than the same score obtained by an applicant from a less well-to-do area of the country. As a result, the more affluent applicant may be more likely to withhold her test score, while the less affluent applicant submits her score. An alternative explanation is simply that the wealthier

[6]The programs used to generate the results of this paper are available from James Monks. The data are proprietary to Mount Holyoke College and are not available to the public.

[7]Individuals with missing values for any of the regressors were excluded from all of the following analyses. Also excluded from the analyses were individuals who submitted ACT scores rather than SAT scores. Alternative specifications were analyzed that included the average class rank, high school GPA, or family contribution for one's group (submitted, non-submitted) if this value was missing, and a dummy variable for missing value of the regressor. The results are qualitatively the same.

Table 5
Probit model for submitting SAT scores

Variable	Coeff.	*t*-stat.	Significant
Intercept	−3.118	−5.06	**
Family contribution ($000s)	−0.010	−2.37	**
Math SAT	0.005	6.50	**
Verbal SAT	0.004	6.02	**
Black	0.098	0.51	
Hispanic	0.061	0.30	
Asian	−0.084	−0.52	
Native American	0.267	0.45	
International	−0.054	−0.31	
Class rank	−0.001	−0.19	
High school GPA	−0.284	−2.14	**

Number of observations = 1311.
Included among the regressors, but not shown, are dummy variables for region and unknown race. Omitted race category is white.
** (*) indicates significance at the 5 percent (10 percent) level.

applicants may be better informed about the admissions process and perhaps more adept at playing the admissions game and making strategic choices about whether to submit their scores.

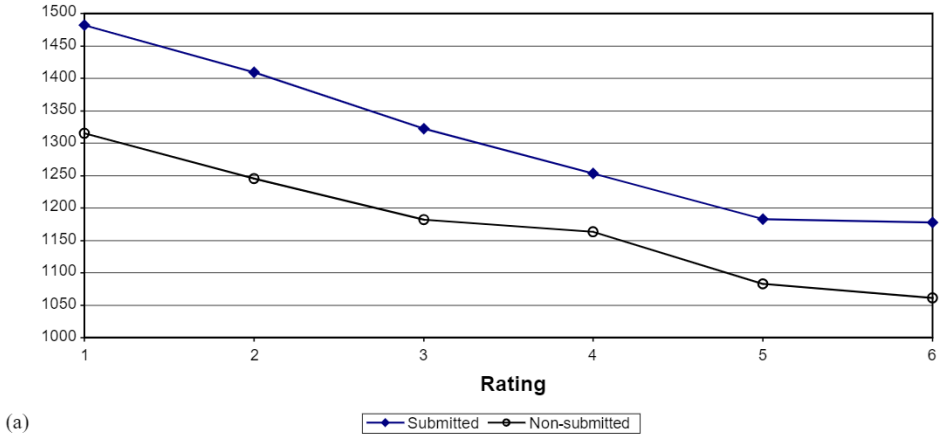
The result that the higher the applicant's high school GPA the less like they are to submit an SAT score should be somewhat reassuring as far as the impact of the policy on student quality, because it suggests that it is higher quality applicants as measured by GPA (or presumably other non-quantitative measures of quality) that are less likely to submit scores, conditional on their SAT scores. It appears that individuals who "underperformed" on the SAT based on their high school achievement are those individuals who are more likely to not submit their test scores. To test this hypothesis we regressed combined SAT scores on high school GPA, class rank, and a dummy variable indicating if the individual did not submit her score (results not shown). The mean SAT scores for submitters was 1250 compared to 1109 for non-submitters. The coefficient on the dummy variable was −130, indicating that non-submitters performed 130 points worse on average than their peers with comparable high school GPA and class rank. Clearly, the non-submitters are individuals who on average performed less well on the SAT than would be expected based on their high school performance. As a group they are "poor test takers". This is similar to the result reported by Bradley (1990) for Bates College.

4.2. *Treatment of non-submitters in the admissions process*

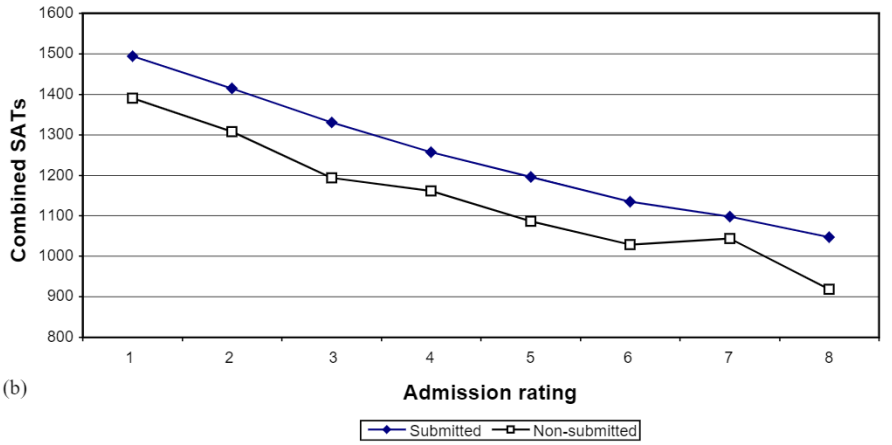
A primary concern to both individuals and the institution is whether the admissions process works differentially for submitters and non-submitters. Table 6 shows the percentage of each admission rating that were non-submitters both among all applicants, those that were accepted, and matriculants. Mount Holyoke College uses an admission rating system that runs from a high of 1 to a low of 8. Applicants with ratings lower than 6 are typically not admitted. The rating is separate from the admission decision so not all of those within an admission rating will be admitted although the higher the rating the higher the probability of acceptance. The ratings are assigned by readers on the basis of their overall impression of the application and then confirmed at a committee meeting by the entire staff. There are no quantitative guidelines for assigning the ratings and non-ability related factors (such as legacy status) that might affect the acceptance decision do not (in principle) affect the rating. There are substantial numbers of non-submitters in all rating groups, though they are more heavily concentrated in the lower rating categories among applicants. Forty five percent of those rated 8 (the lowest rating category) among applicants were non-submitters. This tends to give the impression both that some non-submitters were attempting to manage overall bad profiles by not submitting their scores, and that they were not particularly successful in this attempt. We can get a glimpse of the impact of non-submission on admission rating by comparing the non-submitted and submitted SAT scores in each rating group. Fig. 1 shows this for accepted applicants (and Fig. 1b for all applicants). Two interesting results emerge. First, there remain substantial gaps in the combined SAT score at each admission rating of approximately 100 points, for both applicants and admits. This is consistent with the idea the non-submitters are "poor test takers" and that their scores under predict their other academic credentials. However the pattern of scores across ratings is remarkably similar. The difference in the mean combined score between ratings 1 and 6 is 304 for submitted scores and 254 for non-submitted scores. One interpretation of this result is that the non-submitted scores are highly correlated with other factors used to rate

Table 6
Percent non-submitters by admission rating

Rating	Applicants	Admits	Matriculants
1	11.5	10.2	16.7
2	12.9	12.7	17.7
3	17.8	15.3	17.8
4	23.8	22.6	22.9
5	27.1	28.0	30.3
6	31.4	22.6	18.6
7	34.0	NA	NA
8	45.6	NA	NA



(a)



(b)

Fig. 1. (a) SAT scores by admission rating. (b) SAT scores by admission rating—all applicants.

applicants, such as high school GPA, class rank, letters of recommendation, and personal essays. This suggests that SAT scores could have been used to separate the non-submitters into their admission ratings, but that it is not necessary to have SAT scores to determine one's appropriate admission rating. The admissions office appears to be able to separate non-submitting applicants into rating groups that reflect the underlying scores, without using the actual SAT scores.

Another test of the ability to rate the students without using the SAT can be obtained by comparing the high school GPA of the submitters and non-submitters by admission rating, among all applicants. Fig. 2 shows this relationship. When examining the overall characteristics of the submitters and non-submitters we observed that on average the non-submitters had lower high school GPA (see Table 4). However, Fig. 2 reveals that there is virtually no difference in high school GPA between the groups within admission ratings. This convergence of GPA's in the presence of a SAT gap is consistent with our evidence the SAT seems to under predict ability as measured by high school GPA for non-submitters and that the final admission rating reflects ability. As a final measure of the effect of the submission or non-submission of scores on admission rating, a Heckit selectivity corrected regression is estimated on the sample of submitters with admission rating as the dependent variable, as outlined above. Included among the regressors are verbal SAT scores, math SAT scores, high school GPA, class rank, and dummy variables for race (black, Hispanic, Asian, Native American, and unknown race), international student, and region.[8] The actual average admission rating of non-submitters was 4.6. Applying the coefficients from this selectivity corrected regression of submitters to the characteristics of the non-submitters yields a predicted average admission rating for non-submitters, had they been treated the

[8]We are prevented from presenting the coefficients of the admissions rating regression and admittance probit due to the proprietary nature of the data. As our primary emphasis is on the treatment of non-submitters in the application process, we focus on their treatment in this process rather than on the influence of the other determinants in the application decision.

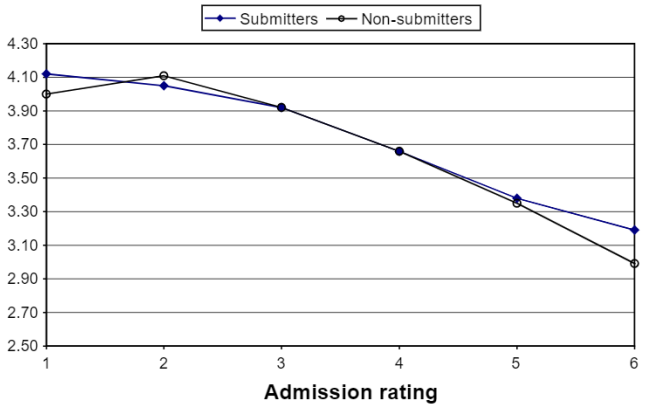


Fig. 2. High school GPA by admission rating.

same as those who submitted their scores, of 5.4 (one is the best admission rating and eight is the worst). The overall difference in the average predicted and actual admission ratings was 0.8 (see Table 7). This suggests one of two possibilities. That the non-submitted SAT scores are poor measures of the applicants' ability and that the admissions office rates these applicants higher based on other information or that there is a slight benefit to not submitting scores. An additional regression of admission rating was performed for test score submitters excluding SAT scores from the regressors. The coefficients from this regression were again used to predict the admissions rating for non-submitters. This predicted value estimates the average admissions rating non-submitters would have received had they been treated the same as their peers with comparable high school GPA and class rank, but who chose to submit their scores. In this case, the predicted average admissions rating for non-submitters was 3.7, indicating that although non-submitters were given better average admissions ratings than their peers with comparable SAT scores, they were given less favorable ratings than their peers with the same high school GPA and class rank.

Similarly, as illustrated in Table 7, using the selectivity corrected coefficients from the admissions rating equation for non-submitters to predict the admissions rating for submitters results in a predicted average rating for submitters of 4.4 versus an actual admission rating of 4.1. As expected, on average submitters would have been worse off had they not submitted their SAT scores.

These results suggest that those individuals who chose not to submit their scores were wise to not submit; however, the admissions office gave these individuals lower average ratings than just their high school GPA and class rank would suggest, in a sense discounting their high school performance for not submitting their SAT scores, but not discounting their admissions rating to the point that is justified by their SAT scores.

After applicants are rated, the decision must be made about whether to accept them or not. We have already observed that the accept rate for non-submitters was substantially lower than for submitters (see Table 4), though we have now seen that non-submitters received slightly higher admission ratings than otherwise comparable submitters, conditional on SAT scores. Because the acceptance decision is a dichotomous choice ($A=1$ if admitted, $A=0$ if not admitted), the estimation of the selectivity corrected decision to admit an applicant or not becomes a sequential bivariate probit with partial observability, as outlined above. We estimate this bivariate probit for the sample of SAT score submitters and apply the coefficients from this regression to the characteristics of non-submitters in order to predict their probability of admittance had they been treated the same as the submitters. The actual accept rate for the non-submitters was 52.6 percent, while the predicted accept rate was 38.8 percent (see Table 7).[9] Similar to the results for admission rating, this suggests an advantage towards being accepted for non-submitters, conditional on their SAT scores. Following the approach used to analyze the admissions ratings above, we also estimated the admittance bivariate probit excluding SAT scores from the regressors, and again predicted the accept rate of non-submitters had they been admitted at the same rate as submitters with comparable high school GPA and class rank. The average predicted acceptance rate was 61.7 percent. Fewer non-submitters were actually admitted than would have been the case had they been treated the same as submitters with the same GPA and

[9]The actual admit rate used here varies from the overall admit rate for non-submitters because we only include those individuals for whom we had SAT scores and who reported their high school GPA and class rank.

Table 7
Actual versus predicted admissions outcomes for submitters and non-submitters

	Actual	Predicted	Difference
Submitters			
Admission rating	4.1	4.4	0.3
Percentage admitted	61.9%	61.2%	0.7%
Non-submitters			
Admission rating (incl. SAT)	4.6	5.4	0.8
Admission rating (excl. SAT)	4.6	3.7	−0.9
Percentage admitted (incl. SAT)	52.6%	38.8%	14.8%
Percentage admitted (excl. SAT)	52.6%	61.7%	9.1%

Table 8
Yield by admission rating for submitters and non-submitters Regular decision only

	Submitters		Non-submitters	
Admission rating	*N*	Yield	*N*	Yield
1	53	18.9	6	33.3
2	139	16.6	20	25.0
3	368	17.9	61	19.7
4	267	27.0	76	29.0
5	134	26.1	51	33.3
6	13	69.2	4	25.0
Total	974	22.1	218	27.1

None of the differences (including the overall difference) are statistically significant.

class rank, but more non-submitters were actually admitted than would have been the case had they submitted their SAT scores.

Applying the coefficients of the bivariate probit for non-submitters to the characteristics of submitters resulted in an average predicted accept rate of 61.2 percent versus an actual acceptance rate of 61.9 percent. Submitters were slightly better off having submitted their test scores than would have been the case had they not submitted.[10]

4.3. The matriculation rates of non-submitters

Once accepted, the applicant chooses whether or not to enroll. The yield for non-submitters (40.1 percent) is higher than the yield for submitters (33.1 percent). There may be several factors at work here. One possibility is that because many colleges require SAT scores the non-submitters are either disadvantaged in their applications to other institutions and not accepted, or they choose not to apply to other institutions. In either case, we would expect them to yield at higher rates than submitters. Another explanation is lower student quality. We have already seen that the non-submitters are weaker applicants than the submitters as measured by high school GPA, class rank, and admission rating. This would also lead to higher yields. Table 8 shows yields by admission ratings for submitters and non-submitters. Among regular decision fall admits (thus excluding early decision admitted students) the non-submitters have a yield of 27.8 percent compared to 22.1 percent for submitters (though this difference is not significant). However, within admission ratings the differences were usually quite small and never statistically significant. The biggest differences were among admits rated 1 and 2, where non-submitters yielded at 33.3 percent and 25.0 percent, and submitters yielded at 18.9 percent and 16.6 percent, respectively, although these differences are not statistically significant due to the small cell sizes within these admission ratings. In admission rating 6 there is also a large (but insignificant) difference in yield but with cell sizes that are so small that there is little information here.

To further explore these hypotheses a probit model of the probability of enrolling was estimated. Here the focus is on the probability that non-submitters will matriculate, conditional on having been accepted, and on admission rating. The dependent variable is one if the individual enrolls and zero if they do not. Conditional on the admission rating of the accepted candidate, the coefficient on the dummy variable for not submitting one's standardized tests scores is positive, but not significantly different from zero. There do not appear to be any significant yield differences between submitters and non-submitters conditional on having been accepted and admissions rating.

These results suggest a number of potential conclusions. Since it was not the case that the non-submitters yielded at higher rates after controlling for admission rating, it does not seem likely that they were disadvantaged in their applications to other institutions. This might mean that other institutions while requiring the SAT do not use it too heavily in the admissions process. It also may suggest that the admissions office was able to place the applicants into admissions rating categories that were appropriate given their overall quality and choice set of competing schools even without direct knowledge of their SAT scores.

[10]All of the above results on the actual versus predicted acceptance rate of submitters and non-submitters are qualitatively the same when using just univariate probits that do not account for self-selection into the different applicant pools.

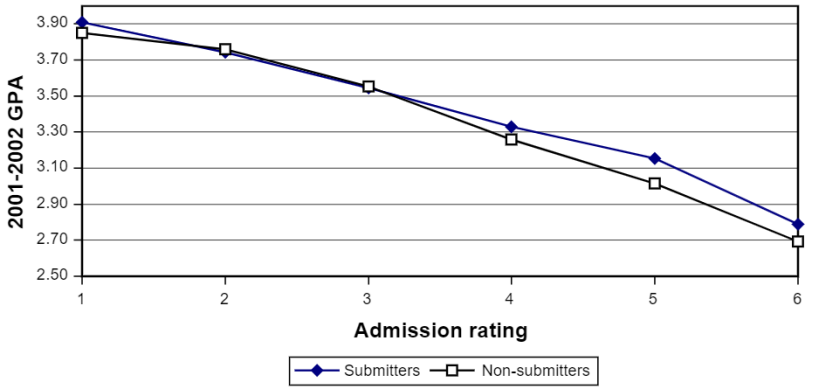


Fig. 3. First year GPA by admision rating for submitters and non-submitters.

4.4. The academic performance of non-submitter matriculants

Overall the non-submitters had a slightly lower first year GPA (3.24) than the submitters (3.35). Of course this could be expected given the lower overall admission ratings of the non-submitters and their lower high school GPAs. Fig. 3 presents relationship between first-year GPA and admission rating for the submitters and non-submitters. For those in admission ratings 2 and 3 the non-submitters had higher first year GPAs than the submitters and overall the admission rating seems to map well against first-year GPA.

In order to further test this relationship Table 9 presents the results of a regression of first-year GPA against FC, variables to measure difficulty of schedule (percent of courses in the humanities, percent of courses taken in math/science, percent of courses taken at the 200 or 300 level), dummy variables for admissions rating, race, international student, region, early decision, and a dummy variable equal to one if the student did not submit her SAT score. The coefficients on the admissions rating dummy variables are positive and statistically significant, indicating that individuals who are rated more highly in the admissions process do indeed perform better academically. Of primary concern here is the coefficient on the non-submission dummy variable. Conditional on one's admissions rating, and demographic characteristics non-submitters performed .08 points worse on average than those who submitted their SAT scores. This is statistically significant at the 10 percent level. Because it appears in Fig. 3 that most of the difference between the GPA of submitters and non-submitters occurs at the higher admissions ratings, we estimated the model with separate non-submission dummy variables, one for students who had admission ratings 1-3 and one for those rated 4–6. In this model the coefficient for those rated 4–6 is larger (−0.14) and significant at the 5 percent level.

Table 9
Grade point average regression analysis Dependent variable = - first year GPA

	Coef.	T-stat.	Coef.	T-stat.
Intercept	2.647	19.63**	2.658	19.66**
Non-submitter	−0.083	−1.94**		
Non-submitter (AR1-AR3)			−0.050	−0.93
Non-submitter (AR4-AR6)			−0.142	−1.99**
Percent humanities	0.280	2.51**	0.281	2.52**
Percent science	−0.236	−2.15**	−0.243	−2.21**
Percent 200–300 level	0.010	0.15	0.009	0.13
Admission rating 1	1.102	8.45**	1.086	8.28**
Admission rating 2	0.936	10.07**	0.919	9.75**
Admission rating 3	0.746	10.81**	0.730	10.31**
Admission rating 4	0.539	8.16**	0.521	7.64**
Admission rating 5	0.349	5.02**	0.357	5.11**
Black	−0.028	−0.34	−0.031	−0.37
Asian	0.024	0.38	0.016	0.25
Hispanic	−0.131	−1.53	−0.136	−1.59
Race unknown	−0.056	−1.36	−0.059	−1.35
International	0.129	−1.35	0.128	−1.30
Family contribution ($000)	0.002	−0.92	0.002	−0.97
Early decision	0.033	0.85	0.034	0.85

Note: ** (*) indicates significance at the 5 (10) percent level. Also included among the regressors but not shown are regional dummy variables.

4.5. The impact of the optional SAT policy on average reported SAT

Ignored until this point has been the impact that this policy has had on the reported measures of academic quality of the institution. Table 10 shows changes in the most commonly reported measures of academic quality for the class entering in the fall of 2000 (the year before the change in policy) to the class entering in the fall of 2001 (the year after the change in policy). While year-to-year class differences should not be solely attributed to a

Table 10
Comparison of the class entering 2000 with the class entering 2001

	Applicants			Admits			Matriculants		
	2000	2001	2001 (incl. non-submits)	2000	2001	2001 (incl. non-submits)	2000	2001	2001 (incl. non-submits)
Math SAT	611	617	608	629	636	628	613	616	607
Verbal SAT	630	634	624	656	658	648	646	643	630
Total SAT	1243	1252	1232	1285	1295	1277	1259	1259	1237
GPA	3.55	3.57		3.69	3.74		3.59	3.64	
Rank	16.4	16.7		11.5	11.9		14.2	14.7	
White	46.4	45.8		52.6	47.9		55.01	52.9	
Black	5.6	7.9		4.6	8.8		3.4	5.1	
Hispanic	3.5	5		4.3	6.5		2.8	4.9	
Asian	9.1	10.5		11.8	13.8		10.1	10.1	
International	21.8	20.9		11.8	12.1		13.8	16.6	
Race unknown	13.7	9.3		14.5	10		14.2	9.5	

single policy change, they do provide a benchmark for assessing the policy. Table 10 outlines the differences in the characteristics of the applicants, admitted students and matriculants from 2000 to 2001. For all three groups, high school GPA is slightly higher, while class rank is slightly worse in 2001 versus the 2000. Submitted SAT scores increase for applicants and accepts, while remaining unchanged for matriculants. Total SAT scores, including both submitted and non-submitted declined for all three groups. Additionally, there appears to be a slight increase in the application and matriculation of minority students. These results are more consistent with the possibility that the change in policy encouraged more applications from individuals with low SAT scores, than that the policy encouraged those with low scores who would have applied anyway to not submit their scores. The end result is that average reported SAT scores did not increase at Mount Holyoke in the first year after the implementation of the optional SAT policy.

5. Conclusion

The use of SAT I scores in college admissions has come under heightened scrutiny of late. This analysis attempted to examine whether selective college admissions could be successfully performed without the requirement of standardized test scores from all applicants. The primary conclusion from this analysis is that selective college admissions can indeed be carried out under an optional SAT score submission policy at an institution. These results stem from a case study at a single institution and thus represent a partial equilibrium in that the ability to successfully identify and admit students without the use of SAT scores may be dramatically different and more difficult if all institutions adopted this policy and continued to follow it over a long period of time. In the case of Mount Holyoke College, however, it appears that some of the potential benefits of the optional SAT policy may have been achieved. There is some evidence of an increase in applications relative to a set of peer institutions, and there may have been an increase in minority applications, as well. On the other hand, the change in policy did not result in an increase in the average reported SAT. At the same time, it appears that these benefits did come at some costs. The students who withheld their SAT scores and ultimately were admitted and enrolled had a lower average GPA than their peers with comparable admissions ratings but who submitted their SAT scores. So the benefits discussed above were tempered by the loss in information that may have been garnered from the SAT scores of all of the applicants.

It remains to be seen if these preliminary results remain consistent over time. It may be the case that as applicants become better informed about the optional SAT policy at Mount Holyoke, the percentage and profile of applicants choosing to not submit their scores will change rendering the admissions office task more difficult. The experience at Bates College, however, suggests that this will not be the case. Additionally, the long run success of non-submitters in terms of cumulative GPA, graduation rates, and satisfaction of these students with their educational experience is yet to be determined and warrants future examination. The long run impact of this policy on the composition of the student body and the overall academic quality of the institution is also fertile ground for future analysis.

While this analysis suggests that there are both benefits and costs to an institution of pursuing an optional SAT admissions policy these results may not be universally applicable. Mount Holyoke is a small liberal arts college with less than 3000 applications. The time and resources it is able to devote to each individual application may not be available at larger institutions with many more applications. Additionally, if more institutions follow this admissions approach the impact on the admissions environment would appear to be minimal. The yield on non-submitters, conditional on admissions rating, is not significantly different from the yield on submitters suggesting that Mount Holyoke College does not appear to be treating these individuals substantially differently than most other comparable institutions. Should more institutions pursue this policy it is not apparent that the admissions and enrollment decisions would be dramatically different.

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SAT optional policies: Do they influence graduate quality, selectivity or diversity?

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HIGHLIGHTS

- SAT optional policies have no effect on racial and socioeconomic diversity.
- SAT optional policies do not influence the gender ratio of institutions.
- SAT optional policies have no effect on the quality of the student population.
- SAT optional policies briefly increase applications, but the effect is not sustained over time.

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ABSTRACT

Despite many conversations regarding the applicability and relevance of the SAT as a valid admissions tool, there is limited evidence regarding the effects of test-optional policies on various aspects of an institution's effectiveness and the collegiate experiences within each institution. Using data from the Integrated Postsecondary Education Data System (IPEDS) coupled with a difference-in-difference analysis, we find that test-optional policies have very limited effects. We find SAT optional policies to have no significant effect on diversity or enrolled student quality. The only statistically significant effect we find is a brief increase in the number of applicants in response to the new policy.

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1. Introduction

Despite many conversations regarding the applicability and relevance of the SAT as a valid admissions tool (Robinson and Monks, 2005), there is limited evidence regarding the effects of test-optional policies on various aspects of an institution's effectiveness and the collegiate experiences within each institution (Belasco et al., 2014; Robinson and Monks, 2005). The few studies addressing this topic highlight the lack of additional information provided by the SAT in the college admissions process (Belasco et al., 2014; Robinson and Monks, 2005); however, they still identify the SAT as a predictor of collegiate success when coupled with high school GPA (Barbuti et al., 2008; Marcus, 1989; Sackett et al., 2012; Shaw et al., 2012). Amid growing concerns of the lack of predictive power of the SAT for minority students (Hoffman and Lowitzki, 2005; Nettles et al., 2003) and its inherent bias (Grodsky et al., 2008), some institutions of higher education are choosing to eliminate the testing requirement as a means of consideration in the application process. However, there exists a fear of the potential negative effects to quality, enrollment, and retention if SAT scores are not used in the admissions process (Belasco et al., 2014; Robinson and Monks, 2005).

In this analysis, we add to the growing literature on the effects of test-optional policies on various institutional outcome measures. Specifically, we assess the test-optional policy's effectiveness on retention and graduation rates across all four-year, not-for-profit, baccalaureate-granting institutions during the 2009 to 2014 time period. We find that adopting a test-optional policy leads to a short-lived increase in applications, but has no statistically significant effect on other measures of quality and selectivity. Similarly, we find test-optional policies have no effect on diversity.

2. Literature review

The transition to test-optional policies began in 1964 at Bowdoin College in Maine (Lewis, 2015). Bates College followed twenty years later with the adoption of their test-optional policy in 1984 (Hiss, 2001). Since the 1980s and 1990s, this movement has spread

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Table 1
Summary statistics outcome variables.

Variable	Test required		Test optional	
	Mean	Std. Dev.	Mean	Std. Dev.
Retention rate	73.73	13.38	78.12	17.23
Graduation rate	51.57	19.56	61.05	22.59
Admission yield	36.63	17.27	40.69	26.36
Applications	5753.00	8226.71	2851.75	3246.72
SAT math 75th percentile	589.12	71.22	627.66	66.83
SAT verb 75th percentile	581.95	69.74	624.77	70.17
% Minority	0.39	0.23	0.38	0.21
% Receiving pell grant	39.78	18.52	33.50	23.71
% Male applicants	0.42	0.14	0.43	0.21
Student expenditure FTE	7.79	0.75	8.09	1.03
Instructional expenditure FTE	8.98	0.52	9.24	0.65
Endowment FTE	9.07	1.75	9.76	2.33
Student-to-faculty ratio	14.90	4.72	11.28	5.88
Ln tuition	9.57	0.78	10.10	0.65
Ln enrollment	7.77	1.30	6.89	1.20
% Receiving any financial Aid	89.40	13.30	84.82	19.00

Note: Summary statistics are based on 9658 test-required colleges and 520 test-optional colleges.

across all types of institutions of higher education. In 2015, an additional 47 colleges instituted test-optional admissions policies, increasing the total number of institutions[1] with test-optional policies to approximately 850 (Simon, 2015).

The reasons for implementing test-optional policies vary. Critics argue that test-optional policies simply provide a means of increasing the applicant pool in order to raise the perceived selectivity of the school, while also increasing the reported SAT scores of each incoming class (Belasco et al., 2014; Robinson and Monks, 2005). Contrastingly, proponents claim that test-optional policies expand diversity by increasing access for students of high quality with poor test scores, who tend to be disproportionately of lower socioeconomic status or a racial minority (Alon and Tienda, 2007; Hoffman and Lowitzki, 2005).

The current literature offers few insights into the effects of test-optional policies on the quality of an institution's enrollees, their success within the institution, or the diversity within the institution. In the most robust analysis to date, Belasco et al. (2014) consider the effects of SAT optional policies within a subset of institutions: selective liberal arts colleges. Belasco et al. (2014) find that test-optional policies increase the perceived selectivity of these institutions by increasing applications and reported test scores. These authors do not find evidence of increased diversity as measured by the percent of Pell grant recipients or the proportion of minority students enrolled in these institutions (Belasco et al., 2014).

3. Data and methodology

We use data from the Integrated Postsecondary Education Data System (IPEDS), which are collected by the National Center for Education Statistics. We construct a panel from 2009 to 2014[2] for all four-year, public and private, not-for-profit, baccalaureate-granting institutions of higher education. The sample consists of 1649 (93 percent) colleges requiring SAT/ACT scores and 127 (7 percent) colleges with a test-optional policy over the time period of our study.

Our empirical strategy is a panel difference-in-difference approach to isolate the effect of test-optional policies while removing any unobserved time-varying effects. Our econometric approach is given by:

$$Y_{it} = \alpha_0 + \beta_1 I_i + \beta_2 T_t + \beta_3 Optional_{it} + \gamma X_{it} + \varepsilon_{it}. \quad (1)$$

The coefficient, β_3, of our key variable, $Optional_{it}$, measures the effect of the institution's test-optional policy on our outcome variables. Our outcome variables include measures of student quality and institutional selectivity: six-year graduation rate, full-time student retention rate, admission yield, number of applicants, and 75th percentile SAT scores for both math and verbal sections. We also include measures of diversity: percent minority (non-white) enrolled, percent Pell grant recipients, and percent of applicants who are male. Table 1 shows the summary statistics for these outcome variables. We include institution and time fixed effects, I_i and T_t, to control for any bias as a result of the varying implementation of these policies (Belasco et al., 2014; Bertrand et al., 2004).[3]

Finally, we include a vector, X_{it}, to control for institutional characteristics including: student service expenses,[4] instructional expenses,[5] and endowment per full-time equivalent enrollment. We also include the student-faculty ratio, the natural logarithm of full-time enrollment, and the natural logarithm of tuition and fees. Table 1 shows the summary statistics of these covariates. We use robust standard errors clustered at the college level (Stock and Watson, 2008).

Because we are testing multiple hypotheses simultaneously, i.e. the significance of the SAT optional policy on the multiple outcome variables described above, our p-values from Eq. (1) may be underestimated (Romano and Wolf, 2005). Thus, in addition to the standard errors calculated within each individual regression, we calculate the Romano–Wolf adjusted p-values using the RWOLF command in Stata (Clarke, 2016). This procedure calculates Romano and Wolf's stepdown adjusted p-values, which are corrected for multiple hypotheses testing. Full details of the procedure are described in Romano and Wolf (2016).

4. Results and discussion

Table 2A displays the effects of test-optional policies on various measures of student quality and institutional selectivity. We find a

[1] All types of institutions, including: two-year, four-year, for-profit, and not-for-profit.

[2] We begin our data analysis in the year 2009 because of changes made to variables in 2008. Beginning in 2009 provides us with the use of consistently defined and collected institutional characteristics.

[3] Time fixed effects are jointly significant after we conduct a Wald test.

[4] A functional expense category that includes expenses for admissions, registrar activities, and activities whose primary purpose is to contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instructional program.

[5] A functional expense category that includes expenses of the colleges, schools, departments, and other instructional divisions of the institution and expenses for departmental research and public service that are not separately budgeted.

Table 2A
Test-optional effect on student quality and selectivity.

	Retention rate	Graduation rate	Admission yield	Applications	SAT math 75th percentile	SAT verb 75th percentile
Test-optional policy	2.558	1.284	−2.374**	32.819	−9.816*	−8.534
	(1.62)	(1.48)	(1.16)	(96.17)	(5.94)	(6.39)
Student expenditure	−0.211	−0.548	−0.680	107.273	0.080	−0.167
	(0.78)	(0.76)	(0.97)	(67.20)	(2.64)	(2.73)
Instructional expenditure	0.057	0.846	1.668	573.256***	−0.028	8.452*
	(1.41)	(1.22)	(1.39)	(145.25)	(4.50)	(4.48)
Endowment	0.196	−0.040	0.260	12.834	−0.791	−1.257
	(0.20)	(0.23)	(0.21)	(40.53)	(0.74)	(2.06)
Student-to-faculty ratio	0.115	−0.025	0.163*	48.008***	−0.345	−0.454*
	(0.08)	(0.07)	(0.08)	(11.40)	(0.23)	(0.24)
Tuition	−0.918	−0.612	0.589	7.624	4.112***	0.428
	(0.80)	(0.50)	(0.56)	(136.63)	(1.37)	(1.12)
Enrollment	1.377	2.186	3.115**	1,979.153***	5.923	4.216
	(1.62)	(1.44)	(1.49)	(221.30)	(4.69)	(4.62)
% Financial Aid	0.013	0.054*	0.001	−9.209**	−0.068	0.006
	(0.04)	(0.03)	(0.03)	(3.66)	(0.08)	(0.09)
Constant	68.179***	33.098**	−4.312	−16,500.63***	521.705***	490.045***
	(21.80)	(16.33)	(19.37)	(2849.25)	(58.43)	(60.26)

Robust standard errors are clustered at the college-level in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.
All columns report difference-in-difference coefficient estimates for 8868 observations. All specifications include time and college fixed effects.

Table 2B
RWOLF P values for effect of test-optional policy on student quality and selectivity.

	Retention rate	Graduation rate	Admission yield	Applications	SAT math 75th percentile	SAT verb 75th percentile
Original P value	0.115	0.385	0.040**	0.733	0.099*	0.182
RWOLF P value	0.436	0.832	0.297	0.941	0.436	0.644

Robust standard errors are clustered at the college-level in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.
All columns report difference-in-difference p values and Romano Wolf corrected p values for statistical significance of SAT Optional Adoption treatment over 8868 observations. All specifications include time and college fixed effects.

Table 2C
Time passage relative to year of adoption of test-optional policy: Student quality and selectivity.

	Retention rate	Graduation rate	Admission yield	Applications	SAT math 75th percentile	SAT verb 75th percentile
2 Year lead	2.217	6.295**	−1.675	471.470***	5.906	4.046
	(2.54)	(2.99)	(1.60)	(172.09)	(4.38)	(5.93)
1 Year lead	0.112	0.182	−0.298	249.101	3.002	0.205
	(2.66)	(1.91)	(1.43)	(153.22)	(4.39)	(5.38)
Year of adoption	1.741	−1.317	−1.489	398.048***	−9.721***	−7.082*
	(1.23)	(1.10)	(1.32)	(111.30)	(3.75)	(3.79)
1 Year lag	1.786	3.049**	−2.516*	324.538***	−3.041	−6.842
	(1.17)	(1.49)	(1.37)	(96.46)	(2.82)	(4.40)
2 Year lag	2.999***	0.412	−2.080**	120.021	−2.807	−3.895
	(1.06)	(1.25)	(1.00)	(82.39)	(2.86)	(3.12)

Robust standard errors are clustered at the college-level in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.
All columns report difference-in-difference coefficient estimates for 8868 observations. All specifications include time and college fixed effects. Regressions include controls variables for student expenditure, instructional expenditure, endowment, student-to-faculty ratio, tuition, enrollment, and percent receiving financial aid.

statistically significant effect of test-optional policies on admission yield and the reported 75th percentile math SAT score. These initial results indicate that transitioning to a test-optional policy will make a college appear less selective through reduced admissions yield and lower average SAT math scores.

However, when we use the Romano–Wolf adjusted p-values, we no longer find a significant effect of the SAT optional policy on admission yield and the reported 75th percentile math SAT scores. All other p-values remain insignificant at the 10% level, as shown in Table 2B, which compares the p-values on our estimated coefficient of interest using the standard panel regression models to the Romano–Wolf adjusted p-values. Thus, the initial effects are overstated, and we cannot conclude that SAT optional policies have a significant effect on any of our measured outcome variables.

Table 2C presents the estimates of a similar model where the treatment effect has been replaced with leads and lags to identify the treatment effect before and after adoption of the policy. From this model we can verify that the treatment and control groups maintain common trends preceding the adoption of the policy, while also examining the treatment effect in the years following the policy change. F tests confirm that the coefficients on the lead variables are jointly insignificant and do not violate the common trends assumption; however, the two-year lead for graduation rate and applications are individually significant.[6]

The estimates from this model reveal several interesting findings. While retention rates did not appear to be affected by the policy, there seems to be a positive, albeit lagged, effect on retention rates. Similar to Belasco et al. (2014), we find that colleges appear to attract more applicants in the short run. However, in our analysis adopters experience a delayed decline in the admissions yield after adopting a test-optional policy. This estimated effect is in contrast to the increased selectivity predicted by Belasco et al. (2014). Moreover, colleges that adopt test-optional policies may experience lower SAT math scores rather than the higher scores predicted by Robinson and Monks (2005), but the effect only occurs

[6] Although we cannot estimate the Romano–Wolf p-values for multiple independent variables, i.e. the lead and lag variables, we estimate these values separately. The 1-year lag effect on applications remains statistically significant after adjusting the p-values.

Table 3A
Test-optional effect on institutional diversity.

	% Minority	% Receiving pell grant	% Male applicants
Test-optional policy	−0.016	−0.155	−0.012*
	(0.02)	(0.90)	(0.01)
Student expenditure	0.003	−0.482	0.006**
	(0.00)	(0.45)	(0.00)
Instructional expenditure	−0.006	0.268	−0.010
	(0.01)	(1.20)	(0.01)
Endowment	0.001	0.136	−0.003**
	(0.00)	(0.17)	(0.00)
Student-to-faculty ratio	−0.001	0.089	0.000
	(0.00)	(0.07)	(0.01)
Tuition	0.004	−1.659***	0.005**
	(0.00)	(0.40)	(0.00)
Enrollment	0.072***	0.297	0.018*
	(0.02)	(1.30)	(0.01)
% Financial aid	−0.000	0.435***	0.000
	(0.00)	(0.03)	(0.00)
Constant	−0.124	6.269	0.298***
	(0.20)	(15.70)	(0.11)

Robust standard errors are clustered at the college-level in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.
All columns report difference-in-difference coefficient estimates for 8868 observations. All specifications include time and college fixed effects.

Table 3B
RWOLF P values for effect of test-optional policy on institutional diversity.

	% Minority	% Receiving pell grant	% Male applicants
Original P value	0.367	0.864	0.081*
RWOLF P value	0.832	0.941	0.436

Robust standard errors are clustered at the college-level in parentheses *** p<0.01, ** p<0.05, * p<0.1.
All columns report difference-in-difference p values and Romano Wolf corrected p values for statistical significance of SAT Optional Adoption treatment over 8868 observations. All specifications include time and college fixed effects.

Table 3C
Time passage relative to year of adoption of test-optional policy: Institutional diversity.

	% Minority	% Receiving pell grant	% Male applicants
2 Year lead	−0.009	−1.263	−0.029
	(0.02)	(2.23)	(0.02)
1 Year lead	0.033	−1.366	0.004
	(0.04)	(1.90)	(0.01)
Year of adoption	−0.016	1.632	−0.003
	(0.02)	(1.33)	(0.01)
1 Year lag	−0.009	−0.823	−0.007
	(0.01)	(1.16)	(0.01)
2 Year lag	0.011	−0.011	0.012
	(0.01)	(1.16)	(0.01)

Robust standard errors are clustered at the college-level in parentheses *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.
All columns report difference-in-difference coefficient estimates for 8868 observations. All specifications include time and college fixed effects. Regressions include controls variables for student expenditure, instructional expenditure, endowment, student-to-faculty ratio, tuition, enrollment, and percent receiving financial aid.

in the year of the policy change, does not persist, and is sensitive to *p*-value adjustments for testing multiple hypotheses concurrently. In summary, test-optional policies may result in colleges finding better-fitting students, who are more likely to be retained out of the greater number of applicants, who previously did not apply. Unfortunately, selectivity of the institution may be compromised as measured by lower admission yields and SAT math scores.

Table 3A details estimates of Eq. (1) where the dependent variables measure diversity. We find that this policy has no significant effect on the percentage of enrolled students who are a racial minority nor the percentage of students receiving Pell grants. The test-optional policy is marginally significant with a *p*-value of 0.081 when considering the percentage of male applicants, but this significance disappears when using the Romano–Wolf adjusted p-values (adjusted *p*-value is 0.436). The original p-values and Romano Wolf adjusted p-values for all estimated outcomes related to diversity are displayed in Table 3B.

In Table 3C, we provide estimates from a similar lead and lag model for the college diversity measures. F tests again confirm common trends in the policy leads eliminating concern of pre-treatment trends biasing the results. These estimates reaffirm that a test-optional policy is not an effective way to encourage diversity.

5. Conclusions

Despite the many claims that test-optional policies will increase diversity, we find no statistically significant evidence to support this hypothesis. Further, we find no evidence that test-optional policies affect quality and selectivity. Using the Romano–Wolf adjusted p-values, SAT optional policies have no effect on any of our measured outcomes. We find only limited evidence that retention rates improve and the number of applications increase, while selectivity suffers through lower admission yields and decreased reported SAT math scores.

We emphasize that these latter results should be interpreted with caution and may warrant further investigation. Within these models, only future applications, the one-year lag in particular, was statistically significant. Thus, it may be the case that the SAT

optional policy is a pure marketing strategy resulting in a short-term increase in applications without fundamentally changing the quality or diversity of the institution.

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Conflicts of interest

None.

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Test-Flexible Admissions Policies and Student Enrollment Demographics: Examining a Public Research University

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Test-Flexible Admissions Policies and Student Enrollment Demographics: Examining a Public Research University

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Abstract: A growing number of postsecondary institutions in the United States have removed standardized testing as a requirement for admission. Researchers, however, have suggested that these "test-optional" policies may not benefit underrepresented populations as intended, but instead serve as an additional

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Manuel S. González Canché. I hold a Ph.D. in higher education with cognates in Biostatistics, Sociology, and Economics. I'm currently an associate professor at the University of Pennsylvania's Higher Education Division. I'm particularly interested in and committed to understanding structural factors that influence minoritized, low-income, and "at-risk" students' likelihood of educational and occupational success. Relying primarily on geographical network analysis and quasi-experimental methods design as analytic tools, I seek to find more nuanced understandings of the effect of students' choices with respect to their location and their college sector of initial attendance on access, persistence, and success in higher education.

revenue source for the institution. In this study, we utilize a synthetic control method to extend this research by considering whether a more nuanced "test-flexible" policy, which allows qualifying students to decide whether to submit test scores instead of an institution-wide policy, influences student enrollment demographics at a public university.

Introduction

Test-flexible admissions policies are a subset of the broader "test-optional policy" agenda, which seeks to deemphasize the use of standardized entrance exams (e.g., SAT and ACT) for admission to postsecondary colleges and universities in the United States. However, whereas test-optional policies remove standardized test scores universally for all applicants, test-flexible policies are unique in that only applicants who meet specific requirements may apply without submitting test scores (Belasco, Rosinger, & Hearn, 2014; Syverson, 2007). Examples of criteria requirements to qualify under test-flexible policies include a minimum high school grade point average and/or ranking among the graduating high school class, as well as involvement in extracurricular activities and service experiences. Test-flexible policies also tend to allow qualifying applicants to ultimately decide whether to submit their standardized test scores, which provides the student the opportunity to decide whether their score is representative of their abilities or not. Considering that both test-optional and test-flexible policies share the purpose of waiving the often controversial standardized testing requirement, a motivating goal for institutions adopting these policies often centers on increasing opportunities for college access among students who tend to underperform on these high stakes exams.

In particular, despite standardized admissions testing's original intention to provide a "'common currency' that allows admissions officers… to place students on the same footing" (Garvey, 1981, p. 1) when applying to college, there have been concerns of bias against student populations traditionally underrepresented in higher education. Specifically, previous research suggests that students from traditionally underrepresented racial and ethnic populations in higher education (e.g., Black, Hispanic, Native American, and Pacific Islander students), first generation college students, and students from lower socioeconomic levels tend to attain lower scores on standardized tests than their majority and more affluent peers (Atkinson, 2001; Blau, Moller, & Jones, 2004; Camara & Schmidt, 1999; Crouse & Trusheim, 1988; Fleming, 2002; Freedle, 2003; Geiser & Studley, 2002; Hoffman & Lowitzki, 2005; Jencks, 1998; Zwick, 2002; Zwick & Green, 2007). Some have attributed this discrepancy to an unequal access to resources, such as costly preparatory courses and private tutors, and more fundamental exam-level factors,

including the vocabulary used and phrasing of questions (Balf, 2014; Kapor & Klein, 2007; Rosner, 2012; Soares, 2012; Zwick, 2004). From this view, test performance does not measure scholastic aptitude, which motivated the initial implementation of the SAT (Garvey, 1981), but rather serves as a magnifier of systematized biases within society. These factors have led many researchers and campus administrators to question the objectivity and reliability of standardized tests as a predictor of college preparedness and success and ultimately challenge its utility in the college admissions process.

Accordingly, an increasing number of colleges and universities have elected to deemphasize testing as a metric for admission through aforementioned test-optional policies. Although test-optional policies differ by institution, colleges and universities often discuss a common goal guiding their decision to deemphasize standardized tests: to improve racial and socioeconomic diversity among enrolling students. Institutions argue that becoming test-optional will allow for a more holistic review of applicants, which enables admissions officials to consider less quantifiable aspects of a student's background (e.g., race, gender, geography, educational opportunity availability, extracurricular activities, etc.) when rendering admissions decisions. From this view, a holistic admissions process may translate into a more diverse and well-rounded student population.

While empirical studies often find students from underrepresented groups are more likely to apply and receive admission to test-optional institutions (Bates College, 2004; Belasco et al., 2014; Hiss & Frank, 2014; Syverson, 2007), some suggest these findings alone do not support the notion that these types of policies are motivated by the goal of improving higher education diversity. For example, studies have discussed concerns about prestige and national ranking contributing to an institution's willingness to become test-optional. In particular, following adoption of these policies, college and universities often observe increases in the number of applications received from students who are deemed under-qualified for acceptance, regardless of background. In turn, institutions can lower their acceptance rate and appear more competitive nationally by rejecting these applicants, who would have otherwise not applied (Ehrenberg, 2002; Epstein, 2009). These studies also suggest the potential for selection bias among students who provide strong standardized test scores to test-optional institutions because it can skew the reported average to be higher than had all enrolled students submitted their test scores. Ultimately, this perspective suggests increased student diversity serves as an unintended consequence of test-optional policies, at best, rather than a direct result, and warrants further examination on its direct impact on institutional student enrollment demographics.

The extant literature investigating the impact of test-optional policies has also had a limited focus. The majority of studies have focused on private in-

stitutions, which tend to have greater financial resources available to provide more flexibility in enrolling a class of students to align with institutional goals (Breneman, Doti, & Lapovsky, 2001; Hearn, 2001). On the other hand, while public colleges and universities might have less financial resources available, they are uniquely committed to serving resident students and positioned to influence the enrollment of traditionally underrepresented populations in higher education (González Canché, 2014). Finally, among test-optional policy research, there has been minimal consideration of test-flexible policies, which limit the influence of institutional goals on admissions decisions by allowing qualified students to decide whether to submit test scores. The present study aims to start filling these gaps in the literature by examining the impact of a test-flexible policy on the demographics of enrolled students at one of the first public universities to adopt such a policy in the United States, George Mason University.

Study Purpose

The purpose of this study is to analyze the effect of the implementation of a test-flexible policy at a selective public university on student demographic composition. Considering the controversial role of standardized admissions tests, this purpose constitutes a marked and relevant departure from the current literature on college access and stratification. Specifically, this study is timely and relevant as it enables assessment of the effects of becoming test-flexible on enrollment behaviors, which may potentially lead to increased access among students traditionally underrepresented in higher education. In line with this purpose, this study addresses the following three research questions:

(1) Does the adoption of a test-flexible policy impact the enrollment of low-income students (as measured by Pell Grant recipient enrollment)?
(2) Does the adoption of a test-flexible policy impact the enrollment of students who identify as a member of a traditionally underrepresented minority group in higher education?
(3) Does the adoption of a test-flexible policy coincide with changes to the average amount of institutional grant funding per first-time, full-time student?

These questions were evaluated using a dataset built from official information gathered from the Integrated Postsecondary Education Data System (IPEDS) and the United States Department of Education. The models were estimated using a synthetic control method (SCM), which compares the true results observed at the test-flexible institution with the outcomes of a counterfactual version of the same institution that did not adopt the policy as explained in the methods section.

Literature Review

The interest in adopting test-optional policies by colleges and universities can be traced to two events: a speech by Richard Atkinson, former president of the University of California system (UC), at the 2001 American Council on Education annual meeting and a 2004 presentation at the National Association for College Admissions Counseling (NACAC) national conference by Bates College's Dean of Admissions William Hiss. Atkinson's (2001) address recommended UC move away from requiring standardized test scores for admission and suggested that the "overemphasis on the SAT is distorting education priorities and practices." From his perspective, the SAT did not adequately gauge academic achievement but instead focused on aptitude, which disproportionately undermined minority students and those unable to afford preparation courses. Although UC never dropped standardized testing requirements for admission (Epstein, 2009), Atkinson's speech is considered a contributing factor that led College Board to the 2005 SAT redesign that aimed to focus more on a student's academic preparation than reasoning skills.[1] However, while Atkinson and UC were considering moving away from the SAT as an admissions metric in 2001, Bates College had already been test optional for seventeen years.

In October 1984, the faculty at Bates voted to make standardized testing optional for all applicants, which was overseen by Dean of Admissions William Hiss (Epstein, 2009). Although it was not the first selective institution to adopt a test-optional policy, Bates became an often-cited example due to their multiple evaluation studies post-adoption. Hiss delivered one of the more notable presentations for Bates at the 2004 NACAC annual conference, where he highlighted twenty years of data showing "no differences in academic performance or graduation rates between submitters and non-submitters" (Bates College, 2004; Syverson, 2007) under the institution's test-optional policy. Hiss and Valerie Frank (2014) extended these findings by studying 33 colleges and universities[2] and found similar results regarding academic performance and completion rates between submitters and non-submitters.

Within this broader study, Hiss and Franks (2014) discussed the demographics and backgrounds of students that tend to be non-submitters. They found these students are more likely to be a first-generation college enrollee, a member of a racial minority, a recipient of a Pell Grant, and have a learning disability than those opting to submit standardized test scores. Nevertheless, Hiss and Franks mentioned the broader appeal of test-optional policies not-

[1]The 2005 changes to the SAT made the writing section mandatory and removed analogies and quantitative-comparison problems (Epstein, 2009).

[2]The Hiss and Franks (2014) sample included twenty private colleges and universities, six public universities, five minority-serving institutions, and two arts institutions.

ing white students "use optional testing policies at rates within low single digits of the averages" (p. 3). They also noted a bimodal curve regarding family financial capacity of non-submitters with large pools of students that do not qualify for financial aid taking advantage of test-optional policies, effectively balancing the large proportion of Pell recipients. The wide range of students taking advantage of test-optional policies has contributed to the growing interest nationally, though several researchers have questioned the institutional rationale behind eliminating consideration of standardized tests.

Several studies suggested colleges and universities are motivated to adopt test-optional policies in order to increase admissions selectivity and institutional prestige. For example, Ehrenberg (2002) noted that a criterion in the student selectivity category of the *U.S. News & World Report* (USNWR) ranking is average standardized test scores. Following adoption of a test-optional policy, he argued, "Only students who score well will report [their scores]… [so] average test scores for admitted applicants that are reported to *USNWR* [will rise]" (p. 156). Considering the prominence of USNWR's ranking system, Ehrenberg suggested institutions would consider enacting these policies strictly with the end goal of increasing their rankings in this influential publication. Similarly, studies noted institutions received an increased number of applications following the adoption of test-optional policies from students "who might otherwise not apply" (Belasco et al., 2014, p. 209; Epstein, 2009; Robinson & Monks, 2005). These researchers argued that institutions would be able to deny more of these underprepared applicants and raise admissions selectivity for UNSWR and other ranking systems. Ultimately, these studies suggested institutions might be adopting test-optional policies for self-serving reasons rather than the altruistic messages that are espoused.

Moreover, an understudied outcome of test-optional policies is how their enactment impacts institutional diversity among students enrolled. While we have an understanding of the demographics of those individuals who opt to take advantage of these policies, less is known about the extent that these students ultimately matriculate at a given institution and if these changes are the result of the enactment of the policy or due to other circumstances. A recent study that began to fill this gap in the literature is by Belasco et al. (2014). These researchers examined the impact of test-optional policies on the proportion of low-income and minority students enrolling at selective liberal arts colleges. Using a quasi-experimental, difference-in-differences approach, they found that the enactment of fully test-optional policies, where standardized test scores are not a required component for admissions consideration,[3] has had a non-significant impact in expanding educational

[3]Belasco et al. (2014) noted that at fully test-optional institutions, many students still submit standardized test scores, but, based on the policy, is not considered when determining whether a student is admitted.

opportunity for these underrepresented populations. Further, they concluded that test-optional policies "may perpetuate stratification within the postsecondary sector… by assigning greater importance to credentials that are more accessible to advantaged populations" (p. 218), thereby emphasizing differences among applicants based on their socioeconomic level and/or availability of opportunities.

Although the Belasco et al. (2014) study lays the groundwork for understanding the influence of test-optional admissions on student enrollment demographics, its findings may not hold true for all institutions with such policies. For instance, Syverson (2007) noted great variation in selectivity among institutions included on FairTest's list of test-optional institutions. He highlighted a "substantial portion of them are 'non-competitive' or 'minimally competitive' institutions… [with about one-third] identifying themselves as 'moderately selective'" (p. 62). Syverson also noted differences between policies, with some institutions requesting exam scores "only for placement… [or] giving applicants the option not to have their test results considered in the admission process" (p. 62–63), instead of uniformly removing the standardized testing requirement for admissions consideration.

The current study aims to contribute to the literature by considering Syverson's overview of the test-optional policy landscape and investigating an institution's test-flexible policy, which allows qualified students to decide whether or not to submit standardized test scores. We hypothesize that by providing students a choice, rather than uniformly removing the testing requirement, may result in a more pronounced impact on enrollment demographics than the non-effect reported by Belasco et al. (2014). Further, by considering a public university, we also fill a gap in the literature regarding institutional type. Our study is informed by the previous literature regarding variable selection, including institutional characteristics that may help predict the utility of the test-flexible policy and the development of the conceptual framing that underlies the project.

Conceptual Framework

Theories of college access and choice and academic capitalism guide this study and highlight the perspectives of the two key stakeholders involved in test-optional policies: students and higher education institutions. Throughout the extensive literature on college access and choice, standardized tests are often mentioned as a factor considered by students when they are creating their college choice set. Manski and Wise (1983) suggested that students consider their potential for admission at a given institution prior to applying and select institutions with published standardized test scores similar to their own. Zemsky and Oedel (1983) also mentioned that students consider a more limited geographic range and quality of institution as their standardized test

scores and income-level fall, which can negatively affect their college choice options. Furthermore, in discussing their three-phase model, Hossler and Gallagher (1987) argued, "If there are no colleges which meet [a student's] expectations for a desirable college and which fall within a student's localized search, some students may select non-college options" (p. 214). Therefore, test-optional policies should remove a significant obstacle for students when they are developing their college choice set and, in theory, expand potential avenues for college access.

In potential conflict with the student access and choice literature are institutional realities underscored by academic capitalism. This theory argues that higher education institutions are moving towards the pursuit of market and market-like behaviors in order to secure external streams of revenue (Slaughter & Cantwell, 2012; Slaughter & Leslie, 1997; Slaughter & Rhoades, 2004). Slaughter and Rhoades (2004) noted sector-wide shifts from a "public good knowledge/learning regime" to an "academic capitalist knowledge/learning regime," resulting from the blurring roles of markets, state actors, and the higher education sector. Although these researchers emphasized that colleges and universities have not completely replaced their traditional focus on the public good with academic capitalism, there is the potential for institutions to struggle balancing these two somewhat disparate ends.

Among public postsecondary institutions, a potential tipping point is the decreasing financial support for higher education via state funds. Although Hearn (2006) noted that tuition and fees and government appropriations accounted for only "about half of all revenues in public four-year institutions" (p. 28), the decline in state assistance has required institutions to consider alternative means to recover lost revenue. To this end, one potential solution could be the adoption of a test-optional policy. Considering previous studies noted the increase in applications (Bates College, 2004; Belasco et al., 2014; Epstein, 2009; Robinson & Monks, 2005), institutions could focus on admitting more high-socioeconomic students, who are able to pay sticker price without the support of institutions funds, to fulfill the financial gap. Therefore, while an institution may experience an increase in racial diversity following the adoption of a test-optional policy, socioeconomic diversity may remain unimproved, effectively supporting academic capitalism and a movement away from focusing on the public good of all citizens regardless of socioeconomic class.

The convergence of the college access and choice and academic capitalism theories provides an important lens to consider the findings from this study's analysis. Test-optional policies most directly affect student behavior and influence their college decision processes, but the policy itself takes place within a given institution's strategic plan. However, due to the continued loss of monetary resources once provided by state support, institutions must increasingly find new and unique ways to generate revenues to offset these

losses. This is especially critical among public universities including the focus of our study, George Mason University.

Study Setting: George Mason University

George Mason University (GMU) introduced a test-flexible policy starting with the class beginning Fall 2007 (GMU, 2006), which made it one of the first selective public institutions to adopt any form of test-optional policy following the 2005 changes to the SAT. GMU's policy allows students who earned a "competitive," cumulative high school grade point average in line with their averages (3.3–3.9 on a 4.0 scale) with "strong performance in a challenging academic curriculum by having taken a robust selection of college preparatory, honors, advanced placement and International Baccalaureate courses" and "strong leadership, motivation and intellectual curiosity should be demonstrated in your extracurricular, work, or service experiences" to be a competitive applicant without submitting standardized test scores (GMU, 2017).[4] The decision to submit or withhold test scores is ultimately at the student's discretion, even if they fulfill these requirements. In fact, GMU (2017) emphasizes, "some students may not wish to submit standardized test scores as a component of the application process because they may believe the SAT or ACT test scores do not adequately reflect their level of academic achievement and/or predict their potential." Because of their early adoption and the structure of their policy, GMU provides a notable case to consider the possible impact of test-flexible policies on student enrollment demographics.

Notably, GMU's stated rationale to enact a test-flexible policy focused on a desire to enroll the most academically prepared student body, rather than goals of increasing diversity. Accordingly, the analytic approach implemented in this study is not limited to merely test whether a policy change rendered a given expected outcome, but rather it tests for viable, yet unplanned shifts in diversity and socioeconomic composition of study body. In this view, an understanding of the change to GMU's student enrollment demographics following the adoption of their test-flexible policy may serve to add a new perspective to the growing literature on this subject.

Data and Variables

We collected a panel data set from IPEDS and the United States Department of Education that ranged from 2004–2015[5] for GMU and the

[4]Certain applicants, including home-schooled students, prospective computer science or engineering majors, and prospective NCAA athletes are unable to qualify for the test-flexible policy (GMU, 2017).

[5]Due to data availability for select outcome variables, the time period for Models 1 and 5 only account for the 2004–2014 time periods.

institutions contributing to the donor pool for the control unit. The data set included institution-level data on the primary outcomes of interest including the percentage of enrolled students receiving a Pell Grant, the percentage of first-time, degree-seeking, undergraduate students identifying as an underrepresented minority (Black, Hispanic, Native American, or Pacific Islander), and average amount of institutional grant aid awarded per first-time, full-time enrolled student. In order to further evaluate if the policy had a greater effect on specific racial groups, we also disaggregated the student racial data to percentage of Black and percentage of Hispanic students within the population enrolled.

The selection of predictor and control variables was guided by the inclusion of indicators utilized in the available literature on the topic (Belasco et al., 2014; Robinson & Monks, 2005). These include markers of institutional selectivity, including average reported SAT score (25th percentile of the combined critical reading and math sections),[6] percentage of applicants admitted, and percentage admitted students yielded. As discussed below, the use of the synthetic control method also prompted the incorporation of predictor variables that are relevant to the prediction of the dependent variables of interest and facilitated the identification of a counterfactual unit through SCM's weighting process. These predictor variables included the size of each institution's first-time, degree-seeking, undergraduate cohort, total price for in-state students living on campus, and state appropriations per full-time enrolled student. Our dataset does not include individual student data, which limits our ability to assess differences between standardized test score submitters and non-submitters, but our use of SCM can provide additional institutional-wide inferences on the impact of the policy adoption.

METHOD

We employ a synthetic control method (SCM) for this study. An extension of the quasi-experimental difference-in-differences (DD) framework, SCM aims to compare treated and control units in a pre-treatment period and a post-treatment period in order to understand the impact of an intervention on the treated unit. As a primary challenge of DD is finding an appropriate control unit unaffected by the treatment, SCM creates an artificially constructed ("synthetic") counterfactual of the treated unit unexposed by the intervention through a weighting process of various members in a larger donor pool. It is expected that a combination of units can provide a better comparison for the unit exposed to the intervention than any single unit alone. Motivated by the work of Abadie and Gardeazabal (2003) and Aba-

[6]For institutions where SAT scores were unavailable, we converted the 25th percentile of the composite ACT score.

die, Diamond, and Hainmueller (2010, 2011), SCM uses the control group's observed outcome to approximate the outcome for the treated unit in the absence of treatment. In this view, the method creates a "clone" of the treated unit from the characteristics of entities in the control group. Ultimately, SCM's inclusion of a combination of several members in a control unit rather than DD's use of a single comparison unit often offers a better comparison between treated and control units.

A synthetic control is a counterfactual unit resulting from a weighted average of information donated by available control units on variables and indicators of interest. SCM makes explicit: (1) the relative contribution of each control unit to the counterfactual of interest and (2) the similarities (or lack thereof) between the unit affected by the event or intervention of interest and the synthetic control, in terms of pre-intervention outcomes and other predictors of post-intervention outcomes. SCM assigns weights between 0 and 1 to each member of the donor pool based on various predictor variables relevant to the outcome, such that the weights sum to 1 and match those characteristics in the treated unit as close as mathematically possible (Abadie et al., 2010; Abadie & Gardeazabal, 2003; Klasik, 2013). The individual donor unit with the highest value has empirically contributed the most toward the generation of the synthetic unit given a combination of the similitude in predictors and the particular outcomes of interest (see Table 1, which identifies in bold the institutions that most resembled GMU for different outcomes). The SCM weighting process ensures the treated and control units are as similar as possible in the pre-treatment period and can, therefore, predict the outcome of the treated unit in the absence of the policy or intervention.

This rationale is mathematically expressed as follows:

$$\alpha_{it} = Y_{it}^{I} - Y_{it}^{N}, \qquad (1)$$

Where is the result of interest and represents the expected difference in outcomes observed between the performance of the treated and control units over time. represents the outcome that would be observed for unit *i* at time *t* if unit *i* (GMU) was not exposed to the policy change, while represents the observed outcome reported by GMU. Given that is not observable, the purpose of SCM is to build this potential or counter-factual outcome using information provided by other institutions that were not exposed to this policy change.

Essentially SCM aims to rewrite equation (1) as follows:

$$\alpha_{1t} = Y_{1t} - \Sigma^{J+1} w_j^{*} Y_{jt}, \qquad (2)$$

Where $Y_{1t} = Y_{it}^{I}$ and $\Sigma^{J+1} w_j^{*} Y_{jt} \approx Y_{it}^{N}$, the weight w_j^{*} applied to each one of the donor units *j* is selected through a data driven approach to find the solution

that renders a synthetic control unit that best approximates the unit exposed to the intervention with respect to the outcome predictors (for more details about the optimization methods available see Abadie et al., 2011).

Following the creation of the synthetic control unit, SCM compares the outcomes for the treated and control units in the pre- and post-treatment periods akin to DD. The synthetic control unit is considered a suitable comparison to the treated unit if the difference between the two is statistically insignificant during the pre-treatment period, which signals the treated and control units are structurally similar. Provided this is the case, any statistically significant variation in the post-treatment period can be attributed to the intervention.

Placebo Tests

The main assumption in using SCM is that variation in the treated group's outcome variable is directly the result of the policy intervention.[7] From this perspective, it is expected the synthetic unit that was not exposed to the policy change should show no variation in the outcome variable. For example, if a policy was implemented to increase labor force participation for women with children, any positive change in participation should only be seen after the implementation of the policy if it rendered the expected outcomes. In the case of the control group, the labor force participation of the counterfactual population (e.g., women without children) should not change beyond expected trends after the policy implementation since they were not the group affected by the policy. On the other hand, if the treated and control units change with similar magnitudes and directions such changes cannot be attributed to the policy implementation. The SCM method builds upon this rationale and states that if one takes a control unit that is similar to the treated unit and applies the analytic procedure, outcomes should not change with a similar magnitude and direction following policy implementation since only the treated unit actually experienced the intervention.

SCM placebo tests are conducted by identifying a donor unit (UNITj), which never experienced the policy intervention and contributed the most to the creation of the synthetic control unit of the treated unit (UNITi). To this end, UNITj resembled the treated UNITi the most when predicting variation of the outcome variable given the set of predictor and control variables included in the analyses. In practice, this means that for each outcome variable, the contribution of donor units may differ in the creation of a synthetic control unit. For example, for this study, the University of Rhode Island (URI) was the institution that resembled GMU the most when predicting the variation of percent of Pell Grant recipients enrolled (model 1), percent of Black students enrolled (model 3), and Average Institutional

[7]This is also the primary assumption for the difference-in-differences approach.

Grant aid per FT student (model 5) as a function of the predictors used (see Table 1 for all models fitted). This result indicates that for the estimation of a placebo test, analysts should treat URI as if it had experienced the policy intervention in 2007 and then create a synthetic copy of it using all remaining donor institutions, except GMU (given that GMU implemented the policy) to assess the extent to which these results differ from the findings obtained from the GMU models. Given that URI did not implement the test-flexible policy, outcome variation should present no change before and after the policy implementation when compared to its synthetic version (Abadie et al., 2010). Similarly, for model 2, which uses percent of underrepresented minority students enrolled as the dependent variable, Western Michigan University contributed the most to the creation of the synthetic GMU and was used in the placebo test for this outcome variable. In the case of model 4, which uses percent of Hispanic students enrolled as the dependent variable, Florida State University was used for the placebo test.

Random Permutation Tests

Testing for statistical significance between the treated and control units' outcomes presents a challenge in SCM due to the relatively small number of data points typically available following policy implementation (Abadie et al., 2010). Given that this number is usually below 30, the use of tests that assume normality, such as t-test (Casella & Berger, 2002), is not recommended. One reliable and increasingly popular approach to address this methodological challenge consists of constructing a sampling distribution based on the observed data points, rather than assuming a given distribution *a-priori*. In this paper, we relied on the use of random permutation tests (Phipson & Smyth, 2010), which is sometimes referred to as a randomization test, to test for significant differences between as shown in equation (1) and its SCM form as shown in equation (2).

Random permutation tests rely on resampling the observed data to test the null hypothesis that the distribution of the observations across groups of interests is the same by shuffling the observed data for the treated and control units randomly x number of times (Good, 2000).[8] Every time this random shuffle, or permutation, occurs, the means differences between treated and

[8]Random permutation tests are similar to the more widely utilized bootstrapping test in that both rely on resampling the observed data (see González Canché (2019) for an example using random permutation tests in quadratic assignment procedures for network analysis of qualitative data). However, whereas bootstrapping is primarily used to construct confidence intervals and calculating standard errors, permutation tests aim to gauge whether the observed difference is more extreme than the differences across a randomized configurations of the observed data. Considering the current study's interest in testing whether policy implementation resulted in different outcomes between GMU and a synthetic counterfactual, random permutation tests are more appropriate to test findings (Good, 2000).

control units is recorded (González Canché, 2019). This procedure enables the recreation of a sampling distribution where mean differences of a given sample size is recorded *x* number of times. Once these thousands of iterations are completed, we can measure the number of times that these random mean differences were greater in magnitude than the actual mean difference between the un-shuffled treated and control unit. For example, if analysts conduct 10,000 random permutation tests and the random mean differences were higher than the actual mean difference only five times, then they can conclude that out of 10,000 random samples only 0.0005 percent of the time this result was due to random chance (wherein 0.0005 it the results of the ratio 5/10,000).

For the current study, the permutation tests between the outcomes reflected by GMU and its synthetic counterparts were conducted using 10,000 random iterations. Accordingly, the results will indicate that the actual observed differences between GMU and its synthetic control happened by random chance x% out of 10,000 random samples. Note that random permutation tests can be conducted post- and pre-policy implementation, which is the approach we implemented in this study as shown in Figure 1. In the pre-policy implementation, we tested whether differences between the actual and weighted outcomes were statistically significantly different from zero or have a more negative outcome than expected. If the outcomes were zero, this would have indicated that baseline equivalence was satisfied using SCM. If the outcomes were more negative for GMU, this would indicate that GMU would have started at a disadvantage and that the policy may potentially have reversed that issue. For the post-policy implementation, if significant differences are observed using the random permutation test, analysts can conclude that the policy was associated with a significant change in counterfactual outcomes. Appendix Table A shows the results from these tests and the mean differences as indicated in Figure 1. The probability values in Table A correspond to the ratio of the number of times the random differences were as or more extreme than the differences shown in the Table.

Figure 1 also provides clarity regarding the steps followed in the random permutation approach conducted in the study and shows that the tests were conducted with pre- and post-outcomes data. This strategy implies that, due to data availability, for the pre-implementation data we only have access to six observations in total, as shown in the green histogram. This restricted number of data points was randomly reconfigured 10,000 times and the differences of each reconfiguration rendered a distribution with a mean quite close to zero. The observed difference in the pre-treatment period (-.016) indicates that GMU had a lower representation than its synthetic control and the random permutation test with 10,000 iterations indicated that this difference is far enough from zero. Indeed, only in 171 iterations the randomly generated means differences were as or more extreme than the observed

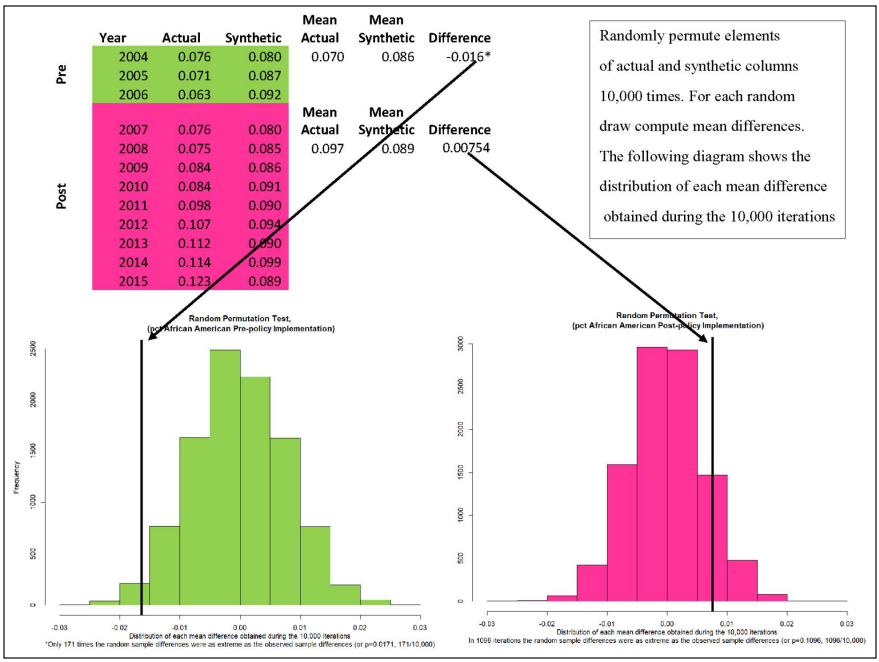

Figure 1. Rationale Behind the Implementation of Random Permutation Tests

mean differences. This suggests that before the implementation of the test optional policy, GMU had fewer Black students represented in their enrolled student population compared to its synthetic counterpart. The second histogram contains the analysis of the post-policy implementation outcomes. Note in this case that the random permutation test was conducted with 18 outcomes, nine of which corresponded to GMU and nine to its synthetic control during the 2007–2015 time period.[9] In this case, the negative difference found in the pre-implementation period became positive but did not reach statistical significance different from zero. This means that while the policy seemed to have helped increased representation of Black students, this difference is not strong enough. Indeed, there were almost 1,100 randomly generated differences that were more extreme than the observed difference found (0.0075). Nonetheless, note that Appendix A also includes a standardized mean differences test (Faraone, 2008)[10] to measure distances from the

[9]Due to data restrictions, Pell Grant and Average Institutional aid models (1 and 5) only cover the 2004 to 2014 time period, all remaining models cover 2004–2015.

[10]Following Faraone (2008) this procedure was implemented as follows: , wherein observed mean is the GMU pre- or post-implementation mean, and the standard deviation is obtained from all observations.

mean differences. This test indicated that the observed difference of 0.0075 resulting from these random permutation tests has an effect size of 0.58 standard deviations away from the mean. An effect size of this magnitude is an important indication of a meaningful increase in Black student enrollment after the test-optional policy implementation. Results for the permutation tests are included as Appendix A.

GEORGE MASON UNIVERSITY'S SYNTHETIC CONTROL UNIT

The synthetic control unit for this study was derived from a donor pool comprised of institutions self-selected by GMU as their "custom comparison group" in their IPEDS Data Feedback Reports from 2005–2015. Nine of the 50 unique universities selected by GMU as its peers were private not-for-profit. Considering that these nine institutions have significantly dissimilar financial resources to GMU, including them in the creation of the synthetic controls would have increased heterogeneity that would be difficult to be modeled. Accordingly, following Abadie et al. (2010), we removed these nine institutions in order to maximize similarity between the donor pool and treated unit. We also removed seven public institutions from consideration for the donor pool due to missing data issues in both predictor and outcome variables (see Jaquette & Parra, 2014 for an analysis of related data issues). Ultimately, our final donor pool included 34 public institutions that required standardized testing for all undergraduate applicants prior to GMU's policy change.[11] Table 1 provides a list of these institutions and shows the distribution of weights given to each member of the donor pool. In a given model, the institution contributing the most to the synthetic GMU is bolded and will be utilized for the subsequent placebo test as explained in the "Placebo Tests" section above.[12]

FINDINGS

This section contains the summary statistics for weighted and unweighted comparisons between GMU and its synthetic controls, as well as the results obtained from the SCM models.

[11]Some institutions in the donor pool adopted test-optional or test-flexible policies for admissions after GMU's policy was enacted (e.g., University of Kansas, University of Nevada–Las Vegas, and University of Nevada–Reno). These institutions can still contribute to the weighted control unit in the pre-treatment timespan since their data does not reflect this later policy intervention (Abadie et al., 2010).

[12]For Model 3, which considers Hispanic student enrollment, we used the second largest contributor (University of Connecticut) due to reciprocal issues when running the placebo model with the top-contributing institutions (University of Rhode Island).

TABLE 1.

WEIGHTS OF DONOR POOL INSTITUTIONS, BY DEPENDENT VARIABLE

Unit No.	*Comparison Institution*	*Weight*[1]	*Weight*[2]	*Weight*[3]	*Weight*[4]	*Weight*[5]
1	Florida State Univ.	0.000	0.323	0.000	0.271	0.000
3	Georgia State Univ.	0.000	0.000	0.107	0.000	0.000
4	Indiana Univ.-Bloomington	0.000	0.000	0.000	0.000	0.000
5	Ind. Univ.-Purdue Univ. Indianapolis	0.000	0.000	0.000	0.000	0.008
6	Michigan State Univ.	0.000	0.000	0.000	0.000	0.000
7	North Carolina State Univ.	0.000	0.000	0.000	0.000	0.000
8	Univ. of Arkansas	0.000	0.000	0.000	0.000	0.000
9	Univ. of Cincinnati	0.000	0.000	0.000	0.000	0.000
10	Univ. of Connecticut	0.010	0.000	0.141	0.000	0.311
11	Univ. of Florida	0.000	0.000	0.000	0.000	0.000
12	Univ. of Houston	0.000	0.000	0.000	0.000	0.000
13	Univ. of Illinois at Urbana-Champaign	0.000	0.000	0.000	0.000	0.000
14	Univ. of Iowa	0.000	0.000	0.000	0.000	0.000
15	Univ. of Kansas	0.000	0.175	0.000	0.187	0.000
16	Univ. of Kentucky	0.000	0.000	0.000	0.000	0.000
17	Univ. of Louisville	0.050	0.000	0.000	0.226	0.000
18	Univ. of Maryland	0.000	0.000	0.111	0.000	0.000
19	Univ. of Massachusetts Amherst	0.000	0.000	0.000	0.000	0.000
20	Univ. of Memphis	0.098	0.000	0.000	0.000	0.201
21	Univ. of Minnesota-Twin Cities	0.000	0.000	0.000	0.000	0.000
22	Univ. of Missouri-Kansas City	0.000	0.000	0.000	0.000	0.000
23	Univ. of Nebraska-Lincoln	0.000	0.000	0.000	0.000	0.000
24	Univ. of Nevada-Las Vegas	0.000	0.000	0.000	0.000	0.000
25	Univ. of Nevada-Reno	0.000	0.000	0.000	0.000	0.000
26	Univ. of North Carolina at Chapel Hill	0.156	0.000	0.000	0.063	0.000
27	Univ. of Oklahoma	0.000	0.000	0.000	0.000	0.000
28	Univ. of Rhode Island	0.686	0.000	0.641	0.233	0.478

Table 1. Cont.

Unit No.	*Comparison Institution*	*Weight*[1]	*Weight*[2]	*Weight*[3]	*Weight*[4]	*Weight*[5]
29	Univ. of South Carolina	0.000	0.000	0.000	0.000	0.000
30	Univ. of South Florida	0.000	0.000	0.000	0.012	0.000
31	Univ. of Tennessee-Knoxville	0.000	0.000	0.000	0.000	0.000
32	Univ. of Utah	0.000	0.000	0.000	0.000	0.000
33	Univ. of Wisconsin-Milwaukee	0.000	0.169	0.000	0.000	0.000
34	Wayne State Univ.	0.000	0.000	0.000	0.000	0.000
35	Western Michigan Univ.	0.000	0.333	0.000	0.000	0.000

NOTE: Bold value denotes highest contributing comparison institution in model, which is also used for placebo test
[1]Weighted based on %Pell students enrolled as dependent variable
[2]Weighted based on %Underrepresented minority students enrolled as dependent variable
[3]Weighted based on %Black students enrolled as dependent variable
[4]Weighted based on %Hispanic students enrolled as dependent variable
[5]Weighted based on Average Institutional Grant aid per FT student as dependent variable
[1]Weighted based on %Pell students enrolled as dependent variable
[2]Weighted based on %Underrepresented minority students enrolled as part of first-time FT cohort as dependent variable
[3]Weighted based on %Black students enrolled as part of first-time FT cohort as dependent variable

Summary of Weighted and Unweighted Statistics

In order to understand the comparability of the real GMU and its synthetic counterpart, Table 2 provides a breakdown of the predictor variable means for the treatment and control units in each model and the average of the 34 institutions in the donor pool. For each model, SCM weights the donor pool members to make the predictor and outcome variables within the synthetic unit as mathematically close as possible to the treated unit during the pre-treatment period. Notably, weighting of the donor pool can vary between models to ensure the synthetic control unit is the most mathematically similar to the treated unit as possible, which results in variation to the synthetic means.

The column titled "Real" in Table 2 shows the aggregate mean of each predictor from 2004 to 2006 for GMU, which accounts for the pre-policy time period observed. Similarly, the columns titled "Average of 34 Control Institutions" represents the aggregate average for all 34 donor institutions during the same pre-policy period. For example, GMU's average first year cohort was 2,416 students whereas the donor pool's average was 3,926 students. Note also that each of the five synthetic models aimed at reducing these observed difference in the unweighted means just described. More specifically, the mean difference between GMU and the unweighted average had a magnitude of approximately 1,520 students (or 3,926–2,416). This difference was consistently smaller in all but the second model, where it reached a magnitude of 1,753 (or 4,169–2,416). Although this magnitude increase in one model, this is not negative *per se* as the model will try to compensate for other predictors included. For example, the total price at GMU and the unweighted total is approximately $2,185 (or 16,907.8–14,722.7), but the gap between GMU and its synthetic control for model two is smaller at $1,202 (or 15,925.2–14,722.7). This pattern is found elsewhere in Table 2, as SCM will try to minimize the difference in the observed and weighted means of the synthetic controls (Abadie et. al., 2010).

SCM Findings

This section discusses the main findings of this study including five pairs of figures depicting changes in the outcome variables for treated and control units and placebo tests conducted to verify these findings. The first figure in each pair highlights the comparison between GMU and its synthetic version, with the vertical line denoting the 2007 policy implementation year. In each set of figures, the treated and control units were found to be statistically insignificant in the pre-treatment period using random permutation tests, which suggests that baseline equivalence was reached and that the post-treatment synthetic unit is a good approximation to a version of GMU that did not implement a test-flexible policy. Upon crossing the implementation

TABLE 2.

PREDICTOR MEANS, BY DEPENDENT VARIABLE

George Mason University Predictor Variables	*Real*	*Synthetic*[1]	*Synthetic*[2]	*Synthetic*[3]	*Synthetic*[4]	*Synthetic*[5]	*Average of 34 s Control Institution*
First Year Cohort	2416.000	2694.192	4648.291	2810.184	3895.418	2684.180	3926.039
Total Price	14722.667	17135.764	15187.513	18566.738	15609.989	17771.346	16907.814
State Appropriations per FTE	7214.417	9583.019	7575.123	9176.300	10113.954	9887.850	11037.405
Average SAT	1000.000	1010.173	998.051	1016.850	1023.662	1002.005	1018.284
%Admitted	0.661	0.688	0.761	0.667	0.690	0.668	0.710
%Yield	0.349	0.352	0.435	0.310	0.457	0.352	0.476
Average Inst. Grant per FY FT Student	6476.667	5254.118	2788.516	4917.646	4311.881	-	3867.716
%UR Minority Students	0.142	0.141	-	-	-	0.164	0.166
%Pell	0.205	-	0.218	0.206	0.210	-	0.232

[1]Weighted based on %Pell students enrolled as dependent variable
[2]Weighted based on %Underrepresented minority students enrolled as part of first-time FT cohort as dependent variable
[3]Weighted based on %Black students enrolled as part of first-time FT cohort as dependent variable
[4]Weighted based on %Hispanic students enrolled as part of first-time FT cohort as dependent variable
[5]Weighted based on Average institutional grant aid per FT student as dependent variable

period, it is expected the two lines will diverge and provide an inference on the effect of the policy. The second figure, which represents a placebo test, uses the member of the donor pool that contributed the most to the synthetic version of GMU as a treated unit and is compared to its synthetic counterpart. Outcome variation in the placebo tests should present no change before and after the policy implementation when compared to its placebo synthetic version. If the placebo test shows similar changes in magnitude and direction from the comparisons obtained between GMU and its synthetic control (original figure), the results of the GMU trend is deemed to be not the result of the policy change but the result of a different factor (Abadie et al., 2010). In effect, this invalidates inferences to be made about any effect resulting from the policy implementation. Finally, note that for each set of comparisons, the y-axis was normalized to have the same range. This was done for the purpose of improving readability and to ease comparison across GMU and its placebo estimates.

Pell enrollment. Figure 2a depicts trends in enrollment of Pell Grant recipients at GMU and its synthetic counterpart. Overall, Figure 2a shows that GMU's enrollment of Pell Grant recipients improved between 2007 and 2013 with a more pronounced increase after 2008 and reaching its peak in 2011. However, when compared to the variation observed in its synthetic version, GMU's increase in Pell enrollment was not statistically significantly different, therefore suggesting that the observed changes cannot be attributed to the implementation of the test-flexible policy. Instead, the increase in Pell enrollment was influenced by other factors that more uniformly impacted all institutions alike, which indicates GMU may have experienced a similar increase regardless of implementation of their test-optional policy. This statement is corroborated with Figure 2b, which uses the University of Rhode Island for the placebo test. In short, Figure 2b mirrors the trend and magnitude observed in Figure 2a, adding further uncertainty regarding the connection between the adoption of a test-optional admissions policy and Pell Grant enrollment.

Underrepresented minority enrollment. Figure 3a depicts trends in the percentage of students identified as part of an underrepresented minority group (Black, Hispanic, Native American, or Pacific Islander) that enrolled as part of GMU's and the donor institutions' first-time, degree-seeking, undergraduate cohort between 2004 and 2014. Unlike Figures 2a and 2b, the trajectory of the outcome variables in pre-treatment period in Figures 3a and 3b do not perfectly overlap. Despite this lack of perfect overlap, as noted above, random permutation tests still enabled corroboration of baseline equivalences in the pre-treatment period. Notably, immediately following policy implementation (in 2008), GMU exhibited a drop in the proportion of first-time full-time underrepresented students enrolled. Nonetheless, ever

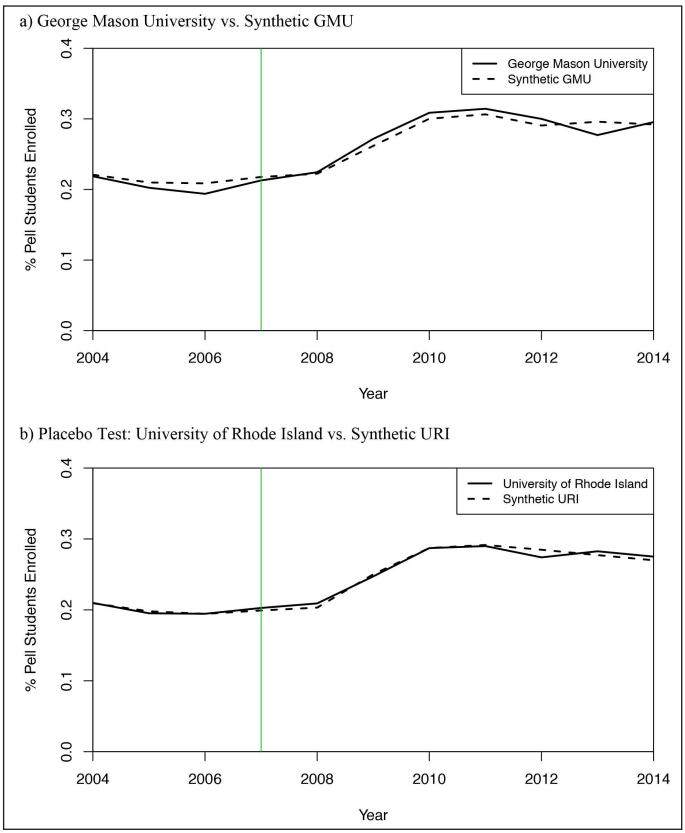

Figure 2. Trends in Percentage Pell Recipient Enrollment

since this drop, this proportion has followed an upward trajectory indicating an increase of the racial diversity of its student body. Once again, however, this upward trajectory was mirrored in the synthetic version. Figure 3b considered Western Michigan University for the placebo test. Note that the slope is considerably more positive than the slope observed for the synthetic WMU. This finding once again validates the notion that any observed increase for GMU's outcomes is not the result of the policy change. Despite this lack of evidence regarding the impact of the policy on student racial/ethnic diversity, it is worth considering that perhaps the policy impacted participants from some groups more others. Because of this possibility, we opted to disaggregate the dependent variable by focusing on the two main contributing groups–proportion of Black students and proportion of Hispanic students–to see if any statistically significant differences existed.

After disaggregating the dependent variable in Figure 3, Figure 4a depicts trends in the percentage of Black students among the first-time full-time

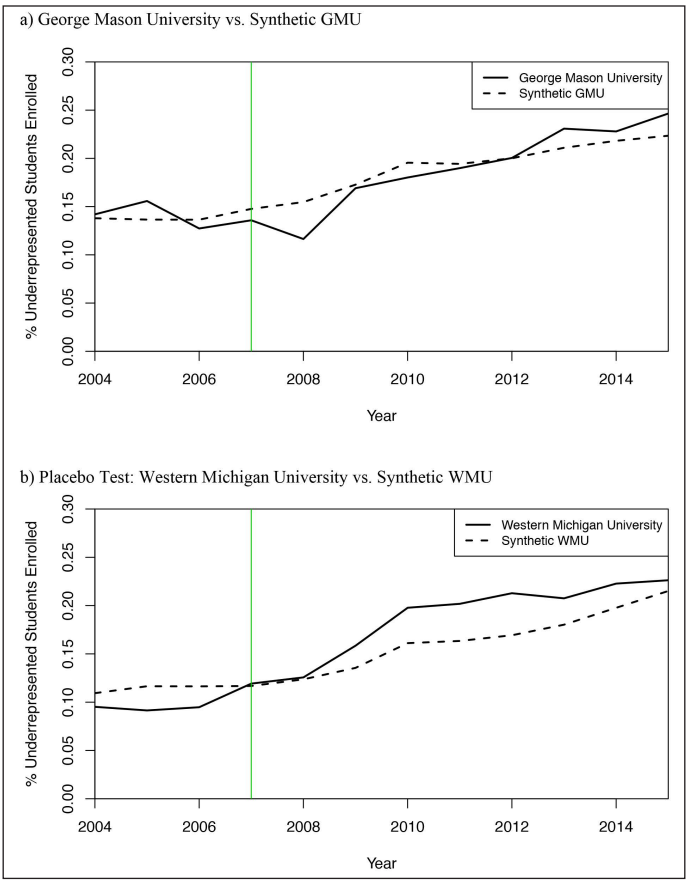

Figure 3. Trends in Percentage Underrepresented Student Enrollment

cohort enrolling at GMU between 2004 and 2015. Examination of differences in trajectories between Figures 3a and 4a justify the decision to disaggregate the analyses. Specifically, following the 2007 implementation year, the percentage of Black students enrolled has continued to improve at GMU, even when the synthetic version practically experienced no upward change during the entire period, including pre- and post-policy implementation. It is also worth noting that in the placebo test, wherein the University of Rhode Island served as the "treated" institution, both its trajectory and the trajectory of its synthetic version showed similar flat trends. While the finding shown in Figure 3a was not statistically significant, the improvement when compared to its synthetic version and its placebo estimate is noteworthy and will be discussed later.

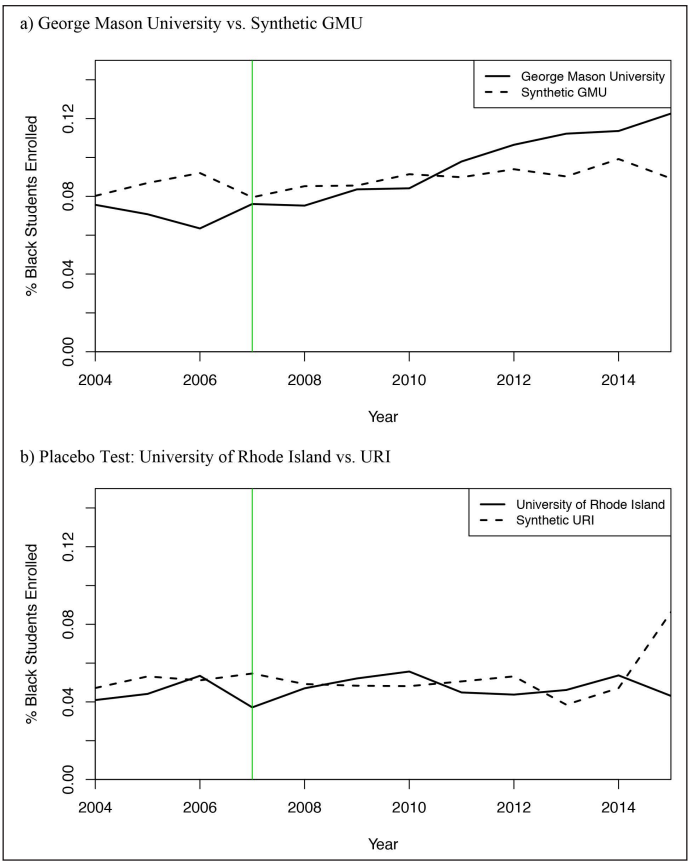

Figure 4. Trends in Percentage Black Student Enrollment

Turning to Figure 5a, GMU experienced a decrease in the percentage of Hispanic students in 2008, immediately after the implementation of the policy. Although there seems to be a modest increase since then, this increase was mirrored by its synthetic counterpart, therefore negating the possibility that such a change is due to the policy implementation. Figure 5b uses Florida State University for the placebo test. Note that the estimates consistently show a larger proportion of Hispanics in this institution compared to what its synthetic counterpart predicted. We argue that this difference in trajectories is merely a function of the location of Florida State University, which serves a larger proportion of Hispanic students. At any rate, the differences in the placebo test once again corroborate the lack of effect of the policy implemented at GMU to increase the representation of Hispanic/Latinx students.

Overall, following the adoption of a test-optional policy, GMU has seen a positive, but not statistically significantly different from zero, impact on the

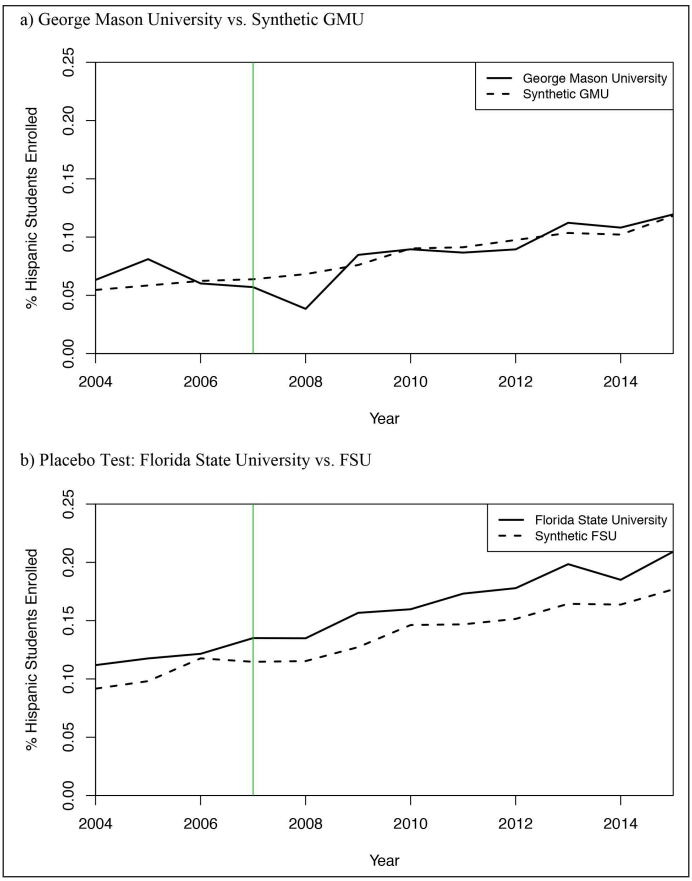

Figure 5. Trends in Percentage Hispanic Student Enrollment

enrollment of underrepresented students through 2014. While subpopulations, specifically Black students, have shown the greatest positive impact when compared to a synthetic version of the institution, representation of Hispanic students also improved albeit inconsistently. It is worth remarking that while these post-treatment changes are not considered to be the direct result of enactment of the test-optional policy, these trends in demographics are still important and may signal an indirect function of the adoption of the policy.

Institutional grant aid. The final model focuses on the average institutional grant per full-time student disbursed during the 2004 to 2014 time period. It is worth noting that this model, shown as Figures 6a and 6b, presents the highest variation in trends observed both pre- and post-policy implementation. GMU provided higher average grants per full-time student

than the synthetic version predicted, but these average amounts decreased below the predicted amounts of its synthetic version in 2013. Although the gaps shown in Figure 6a may indicate a positive effect of the policy, note that a rather similar trend is shown in the placebo test. Once again, the placebo test enabled assessment of the validity of the trends found. In considering Figure 6b, which uses the University of Rhode Island for the placebo test, we conclude that the positive gaps are not the result of the implementation of the policy.

More specifically, there were differences in both the pre- and post-implementation periods in both Figure 6a and 6b. These results indicate that any changes observed in GMU cannot be attributed to the policy change but are the result of other factors and/or trends found in the data. In following with the falsification procedure upon which the placebo test is based, we found that in a setting wherein no policy was enacted, the fake site (University of Rhode Island in this case) was still doing better than its synthetic counterpart. This result provides more evidence against the potential claim that the policy was driving the results at GMU, given that an entity that did not implemented such a policy also had positive results, therefore invalidating any sort of causal link between test-flexible implementation and increase of average grant aid per FT student. Nevertheless, it remains noteworthy that GMU was doing better than its synthetic version both before and after the policy change, as depicted in Figure 6a, despite the policy not being the reason for this difference.

Although the finding from Figure 6 cannot be attributed to the policy change, it is still in contrast to what may have been expected by one of the guiding theories for this study, academic capitalism. Specifically, considering the minimal change in Pell recipient enrollment coupled with a positive, albeit statistically insignificant, increase in racial diversity, academic capitalism would predict GMU might be using their test-flexible policy to admit only students capable of paying sticker price. In turn, GMU could have saved institutional grant aid funding and create an additional revenue stream for other expenses. This scenario would predict a decrease in the average institutional grant per FTE student suggesting GMU has spent less institutional funds overall and per student since the policy change. However, as Figure 6a exhibits, there appears to be a minimal direct relationship between the policy and institutional aid.

LIMITATIONS

There are a variety of limitations to consider in regard to this study. First, the scope of students that applied through the test-flexible program at GMU is unknown. While this study aims to investigate the impact of the policy at

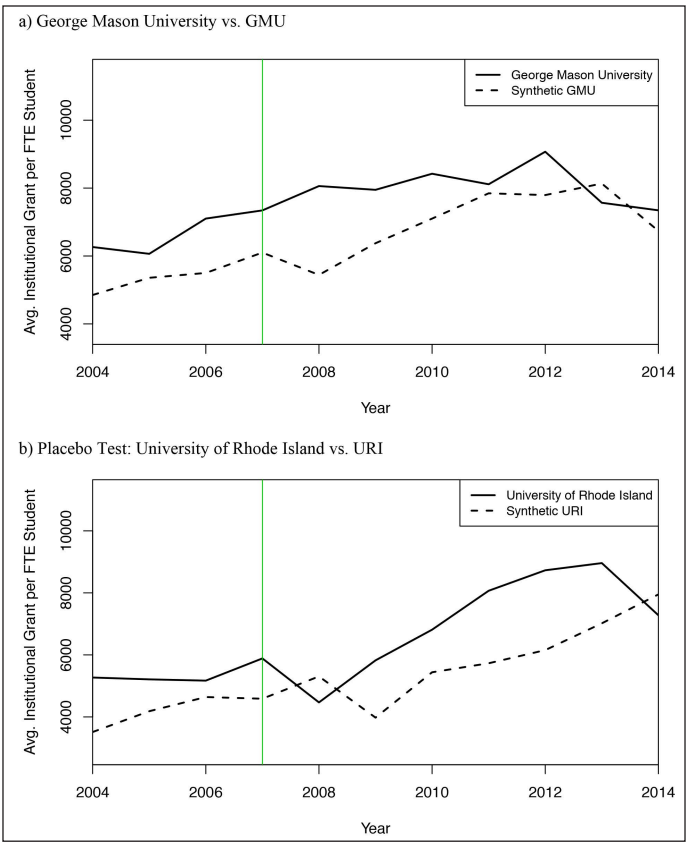

Figure 6. Trends in Average Institutional Grant per FT Student

the institution-wide level, an understanding of the extent to which this policy has impacted student applicant behavior could further our knowledge of the potential influence of test-flexible policies. That is, the dependent variables focused on enrollment, rather than application and/or acceptance, which could potentially contribute to the lack of statistical significance of these findings. In particular, test-optional and test-flexible policies may have a more direct relationship and greater influence on student application and/or admissions decisions rather than likelihood of enrollment, since the latter is based on an array of external factors and involvement of multiple parties. When possible, future research should focus on the impact of these types of policy on application behaviors. Lastly, due to data availability, there were only three years of data to examine pre-treatment variables. Although the synthetic control unit was statistically insignificant for each model, except for model 3, and therefore considered a good comparison overall, extending

this timespan could have provided a greater perspective on trends prior to policy adoption.

Discussion

This study contributes additional insights to the larger dialogue around test-optional admissions policies, and provides potential avenues for future research. Overall, the findings for this study are in line with Belasco et al. (2014), regarding statistically insignificant changes to socioeconomic and racial diversity in student enrollment. While previously considered indicators of prestige and selectivity, such as applications received and *U.S. News & World Report* ranking, were not considered as a primary outcome, we found an inconclusive relationship between GMU's adoption of a test-flexible policy with variations in institutional grant aid, suggesting that this policy did not translate into disbursement of additional financial resources for the institution. In sum, although investigating a different institutional type and different version of test-optional policy (e.g., test-flexible), we found this policy to have minimal impact on enrolled student demographics. While this represents a common finding with other studies testing the effectiveness and influence of test-optional policies on increasing diversity, it may also highlight a broader finding regarding such goals.

Why Did This Policy Not Translate to Greater Diversity?

Considering the literature on postsecondary decision-making among traditionally underrepresented populations of students, our findings are not surprising. Returning to one of the guiding conceptual frameworks principles of this study, college access and choice theories, there are a plethora of additional considerations that deter underrepresented student populations from enrolling in college, including cost of attendance, knowledge and perception of the benefits of attaining postsecondary education, and potential geographic limitations. In fact, in discussing a policy adopted at the University of Virginia to increase low-income student representation, Tebbs and Turner (2006) highlighted three barriers to enrollment at public institutions: cost of attendance, information constraints, and long-term credit constraints (primary and secondary schooling and other resources that fail to promote collegiate attainment). Consequently, although test-optional and test-flexible policies eliminate specific barriers to applying to a given college, this policy alone will likely never result in the greater enrollment of traditionally underrepresented students into postsecondary institutions. In particular, financial obstacles and information constraints may be too severe for a test-optional or test-flexible policy alone to influence a student's postsecondary decision.

This limitation could be particularly notable in the case of a test-flexible policy like GMU's where high school GPA, class rank, and extracurricular

involvement play a central role in qualifying to apply as a non-submitter**.** These criteria are typically ascribed to students who perform well on standardized tests and, therefore, may equate to a stronger commitment towards attracting traditional college-going students who did not attain "acceptable" standardized test scores, rather than improving college access. Alternatively, in line with academic capitalism, it remains possible that GMU's adoption of its test-flexible policy was motivated by the desire to attract academically strong students who could pay as close to the sticker price as possible, but might not have strong standardized test scores. This perspective is in line with the academic capitalism lens and market-like behaviors typically employed during recruitment events by colleges and universities (González Canché, 2017; Slaughter & Leslie, 1997; Slaughter & Rhoades, 2004). Future research on test-flexible policies should consider student characteristics of the pool of accepted applicants, prior to enrollment, to potentially examine the motivation guiding these policies. Unfortunately, while this question can be addressed with administrative data gathered by institutional research offices, IPEDS does not currently maintain this information on students throughout the application process.

Nevertheless, it remains notable that after GMU adopted its test-flexible policy, the institution increased their racial diversity in comparison to its synthetic version. Although the lack of statistical significance suggests these improvements were not directly the result of the policy, it is possible that the 2007 beginnings of test-flexible admissions signaled a shift in how GMU perceived the importance of racial diversity at the aggregate institution-level. Consequently, the adoption of a test-optional admissions policy may be an important factor driving an increase of diversity on campus, even if this was not GMU's originally stated goal. Unfortunately, while there has been work to further our understanding of what happens behind closed doors (Posselt, 2016; Steinberg, 2003), college admissions remain masked in a black box of decision-making by committees of admissions counselors. To this end, future work examining admissions personnel's perceptions and attitudes towards test-optional and test-flexible policies may indicate if these shifts in diversity are, in fact, less student-driven and actually a function of institutional decision-making.

Conclusion

Although proponents of test-optional and test-flexible policies argue that these policies can increase student diversity, in line with previous research, findings from this study suggest GMU's test-flexible policy has had a statistically insignificant influence in increasing the racial and socioeconomic diversity of its student body. This result is in accordance with the college

access and choice models that guide this study. In particular, this literature notes standardized tests are only one of the many obstacles underrepresented populations must navigate prior to enrolling at a postsecondary institution. Consequently, recognizing the continued interest and adoption of policies deemphasizing standardized admissions testing, we close with recommendations for public college and universities that truly aspire to increase racial and socioeconomic diversity on campus.

First, test-flexible policies, such as the one assessed in this study, may not offer sufficient opportunity for underrepresented populations of students. In particular, due to the rigorous academic and non-academic criteria to qualify, these students might not know or be able to reasonably meet the necessary requirements based on opportunities available. Accordingly, public institutions that aim to increase diversity should instead consider test-optional policies, effectively removing the testing requirement for all applicants, or reduce the requirements to qualify for a test-flexible policy, such as relying on minimum GPA or high school ranking but not both. Nevertheless, an institution's adoption of a test-optional or test-flexible policy should not be viewed as a panacea to increase student diversity without considering other factors, such as academic preparation, geographic limitations, and financial obstacles. This implies that, while complete or conditional removal of testing requirements may improve the representation of underrepresented students in the applicant pool, the real challenge in closing higher education gaps for this population centers on ensuring that those applicants admitted are able to enroll and have the means necessary to persist and graduate. From this view, even complete removal of standardized admissions tests will not be sufficient to close the persistent gaps alone without the provision of adequate information, resources, and support for students to ensure their ability to thrive.

APPENDIX A.

RESULTS FROM RANDOM PERMUTATION TESTS (10,000 REPETITIONS)

	Comparison	*Pre-Policy Mean Difference (p-value*) [standardized mean differences] 2004–2006*	*Post-Policy Mean Difference (p-value) [standardized mean differences] 2007–2015*
Model 1[1**]	GMU vs. Synthetic GMU (Figure 1a)	-0.0081 (0.1519) [-0.88485]	0.0022 (0.4475) [0.062853]
	Univ. of Rhode Island vs. Synthetic URI (Figure 1b)	-0.0007 (0.4186)	0.0006 (0.4820)
Model 2[2]	GMU vs. Synthetic GMU (Figure 2a)	0.0047 (0.2518) [0.553635]	-0.00223 (0.4467) [-0.06706]
	Western Michigan Univ. vs. Synthetic WMU (Figure 2b)	-0.0202 (0.0084)	0.02327 (0.0914)
Model 3[3]	GMU vs. Synthetic GMU (Figure 3a)	-0.016 (0.0171) [-1.71639]	0.00754 (0.1096) [0.581595]
	Univ. of Rhode Island vs. Synthetic URI (Figure 3b)	-0.0042 (0.1295)	-0.0058 (0.1050)
Model 4[4]	GMU vs. Synthetic GMU (Figure 4a)	0.0096 (0.0736) [1.151136]	-0.00280 (0.3869) [-0.13335]
	Florida State Univ. vs. Synthetic FSU (Figure 4b)	0.0145 (0.0565)	0.0247 (0.0235)

Appendix A. Cont.

	Comparison	*Pre-Policy Mean Difference (p-value*) [standardized mean differences] 2004–2006*	*Post-Policy Mean Difference (p-value) [standardized mean differences] 2007–2015*
Model 5[5**]	GMU vs. Synthetic GMU (Figure 5a)	1239.891 (0.0153) [1.712392]	1042.027 (0.0103) [1.154176]
	Univ. of Rhode Island vs. Synthetic URI (Figure 5b)	-1104.408 (0.0188)	1232.884 (0.0467)

*p-value is the proportion of times that the difference between the treated and control units had a greater magnitude than the actual observed difference
**Due to data restrictions, these models only cover the 2004 to 2014 time period, all remaining models cover 2004-2015. Standardized mean differences were conducted as follows: (actual mean–synthetic mean)/pooled standard deviation
[1] Model 1: %Pell students enrolled as dependent variable
[2] Model 2: %Underrepresented minority students enrolled as part of first-time FT cohort as dependent variable
[3] Model 3: %Black students enrolled as part of first-time FT cohort as dependent variable
[4] Model 4: %Hispanic students enrolled as part of first-time FT cohort as dependent variable
[5] Model 5: Average institutional grant aid per FT student as dependent variable

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2018

DEFINING ACCESS:
How Test-Optional Works

Co-Authors: Steven T. Syverson, Valerie W. Franks, William C. Hiss

To be hosted electronically by the National Association for College Admission Counseling

AUTHORS' NOTE

This is a continuation into the investigation on test-optional policies, started by conducting individual case studies on 28 public and private colleges and universities in the United States. In every instance that we have presented an observation or comparison that sheds light on the use of test-optional admission policies, we have included every institution that provided reliable data for the particular comparison.

But unlike a study which captures a single database and conducts a series of analyses on that data, we have collected data from institutions that became test-optional more than a decade and a half ago, and others that adopted test-optional policies within the last few years. As a result, only a minority of our analyses draw on the full 28 institutions. We have tried to provide as wide a framework of findings as possible, while identifying for each analysis the number of institutions and student records that were included.

Please look for the explanation in the figure description of each chart on how that subset of institutions was selected. Though we've provided connecting narrative, this report can best be considered an anthology of short reports designed to provide insights into the use of test-optional college admissions policies in the nation in the past decade.

Though the participating institutions may choose to remain anonymous, we wish to publicly thank the deans of admission and particularly the Institutional Research staff at each of these colleges for their extraordinary commitments in helping us to assemble and interpret this massive amount of data in an effort to better understand how test-optional policies are working at their institutions.

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"This Commission wishes to emphasize at the outset that a "one-size-fits-all" approach for the use of standardized tests in undergraduate admission does not reflect the realities facing our nation's many and varied colleges and universities. These institutions differ greatly in size, selectivity and mission. At some, standardized tests are important predictors of students' academic success, while at others, they add little compared to high school grades."

NACAC Commission on the Use of Standardized Tests in Undergraduate Admission, 2008

EXECUTIVE SUMMARY

The number of colleges using **Test Optional Policies (TOPs)** in higher education admissions has dramatically expanded in recent years. And these colleges have avoided "one-size-fits-all," finding varied ways to administer TOPs and experiencing varied outcomes. Much of the momentum around Test-Optional admission is focused on whether the use of standardized tests (specifically SAT and ACT) **unnecessarily truncates the admission of otherwise well-qualified students**. In particular, there is concern about whether widespread reliance on the use of these tests in the admission process tends to replicate the status quo in social class and opportunity in our American society.

In this study, we collected student-record level data from 28 institutions that illustrate the variety among institutions that have adopted a TOP. They ranged in undergraduate enrollments from 1,500 to 20,000 and 15%-90% in admission selectivity, and included long-time users of TOP as well as recent adopters of the policy. In most instances we received four cohorts of student data, in total representing a dataset of 955,774 individual applicant records. We focused on interpreting the data using practical significance rather than experimental statistical techniques.

A TOP was described by many of the admission deans of the participating institutions as a tool they employed in the hope of increasing applications from a more diverse range of students, so this report focuses great attention on traditionally under-represented populations in American higher education. To do so, we used our record-level data to identify the **intersectionality of these underserved populations**: First-Generation College Bound, students from lower SES backgrounds (Pell recipients as proxy), and students from racial and ethnic groups that have traditionally been underrepresented in college populations (URM). We identified students associated with *any* of these three groups and designated them as a single category of "Expanded Diversity," and when possible, used it in our explorations.

The experiences of institutions in this study provide evidence that the adoption of a well-executed test-optional admission policy can lead to an ***increase in overall applications*** as well as an ***increase in the representation of URM students*** (both numeric and proportionate) in the applicant pool and the freshman class. Roughly two-thirds of our TOP institutions experienced URM growth above that of a matched test-requiring peer institution. A similar but smaller magnitude increase was seen among Pell recipients.

Approximately **one quarter of the students in this study did not submit standardized test scores** with their college application (henceforth to be referred to as "Non-Submitters"). As noted in earlier studies, **URM, First-Generation-to-**

College, and **Pell recipients** were more strongly represented among Non-Submitters. For instance, **35%** of Black or African-American students chose to be Non-Submitters (12 percentage points higher than the overall non-submitting rate), as compared to **18**% of white students. Similarly, women chose to be Non-Submitters at higher rates than men.

We also found that Non-Submitters were often **admitted at *lower* rates** than Submitters, but, on average, **enrolled (yielded) at substantially *higher* rates**. Their HSGPAs were modestly lower than the Submitters, and, upon entering college, their First Year GPAs and Cumulative GPAs were comparably lower. However, **they ultimately graduated at rates equivalent to, or marginally higher than, Submitters**, the ultimate proof of success.

Furthermore, our data indicated that **high school GPA had a stronger correlation with college success for Non-Submitters than the ACT/SAT** (for the 27% of Non-Submitters for whom we had test scores) -- both in terms of college cumulative GPA and graduation rate. While test scores had a generally stronger relationship with college GPAs for the Submitters, for the Non-Submitters they tended to show a weaker relationship, essentially under-predicting the college GPA. The test scores continued to most strongly correlate with family income.

A financial analysis, though inconclusive, suggested that some degree of financial investment was required to support the success of a TOP policy. While the proportion of students with need did not necessarily increase after policy adoption, average demonstrated need and gift aid per capita did. **Non-Submitters were generally needier** than Submitters. They also, however, included a **sizable proportion of No-Need students,** only modestly lower than that of Submitters. We noted that well over half of all No-Need students were offered some gift aid, but No-Need **Non-Submitters were less likely than Submitters to receive gift awards**, in spite of the fact that these two groups were shown to graduate at comparable rates.

We cannot lay claim to definitive conclusions about the workings of a test-optional admission policy. However, our findings suggest that a **TOP works well for many types of institutions**. It appears to offer a less obstructed path to higher education for this population of students who feel that their scores do not match their ability. We do not argue that institutions should entirely eliminate consideration of the ACT and SAT for all their students, however, we do continue to **question whether the value-add of testing is large enough to justify the price—time spent, financial cost, and emotional drain—being paid by students** due to societal preoccupation with these tests.

We find that there is plenty of room in American higher education for diversity of process, allowing test-optional admission to contribute to that diversity. Some have asked, 'Why ignore a piece of information if it is available?" And we agree. Indeed, when a student chooses to be a Non-Submitter, that, too, is a valuable piece of information.

> *"We have great pride drawn from how well TOP works for first gen and diversity, and kids with special talents. For us, removing the testing was a big help in looking at everything else."*
>
> *Dean from a small private college*

OBSERVATIONS ON THE TEST-OPTIONAL MOVEMENT

A rapidly increasing number of colleges and universities have adopted test-optional admission policies, or TOPs, that allow some or all of their applicants to refrain from submitting standardized test scores. The institutions that officially deemphasize standardized tests in admission now total more than 1,000, including over 100 more not-for-profit institutions[1] in the past four years (FairTest List, 2018). From early adopter TOP institutions (Bowdoin in 1969, and Bates in 1984) to those recently adopting a TOP (Wesleyan and Bryn Mawr, both in 2014, George Washington University in 2016), some of the institutions choosing a TOP have national reputations for excellence. But TOP is not used just by highly selective private institutions—the FairTest list covers a range of public, regional private, and also for-profit institutions. A wide variety of institutions have found TOPs to be workable, productive tools to support their enrollment planning.

The momentum of the Test-Optional movement appears to be fed in part by several overlapping changes in how academic promise and outcomes are being evaluated. Collectively these changes are moving admission decisions away from heavy reliance on measures increasingly deemed to provide a narrow assessment of human potential. Many K-12 schools are moving toward proficiency and standards-based evaluations. Thousands of high schools have stopped providing Class Rank, as a false or misleading measure. Many colleges and universities are broadly moving to "holistic" admissions philosophies, using TOPs, and versions of "portfolio" admissions with new technologies like the Master Transcript that encourage students to provide evidence of individual talents and commitments. Collectively, these changes are decreasing the reliance on test scores and class rank to guide college admission decisions and guidebook rankings. Experiments are drawing on the findings of Admissions reform groups like the Institute on Character and Admission, or several on-going research projects: the "Turning the Tide" Project at Harvard, the Character Skills Snapshot from the Enrollment Planning Consortium, or the Master Transcript Consortium.

As this policy has become more pervasive, researchers have investigated its relative success. A 2015 study out of the University of Georgia (Belasco, 2014) found that, at the aggregate level, selective liberal arts colleges that adopted a TOP (in comparison with those that continued to require SAT or ACT scores) had <u>not</u> increased their enrollment of URM students or Pell recipients. But in focusing on these high-level, averaged outcomes, that study may not have been able to discern impact at the institutional level.

There has also been a proliferation of research on standardized testing in admission focused on the predictive value of testing and its fairness relative to various subpopulations of students. Much of the research affirming the value of the SAT and ACT has been conducted by the testing organizations. One such study, a synthesis of recent test score validity studies (Mattern and Patterson, 2014), states that the SAT provides incremental validity above and beyond HSGPA in the prediction of cumulative GPA, retention and graduation. Their conclusion: the combination of HSGPA and testing will produce the most accurate predictions of college success. Another recent release, a just-published volume of essays, *Measuring Success: Testing, Grades and the Future of College Admissions* (Buckley, Letukas, and Wildavsky, 2018) is principally a response by the College Board and ACT to the rapid growth of TOPs.

[1] The FairTest list includes many colleges that are "For Profit," and others that are "Test Flexible" -- allowing applicants to choose which form of testing to submit. The 28 institutions in this study, all Not-for-Profit and none using a "Test Flexible" policy, are drawn from two groups on the FairTest lists: the 129 National Liberal Arts Colleges and National Universities, and the 174 Regional Colleges and Universities.

Challenges to the pervasive use of these tests, their actual value, and their negative impact on students have come in a number of books (*Crossing the Finish Line: Completing College at America's Public Universities (*Bowen, Chingos, McPherson, 2009)*; SAT Wars: The Case for Test Optional Admissions (*Soares, 2012), the work and recommendations of the NACAC Commission on the Use of Standardized Testing in Undergraduate Admissions, the ongoing work of FairTest, a thoughtful documentary film released in early 2018, "The Test and the Art of Thinking" (Davis, 2018), and a variety of articles and smaller research projects.

In particular, the exhaustive research available in Crossing the Finish Line has been centrally important in this discussion. The authors, the late William Bowen and Michael McPherson, the former Presidents of Princeton and Macalester, respectively, with their research colleague Matthew Chingos, addressed what characteristics predicted graduation at a group of large public universities. Their data was drawn from institutions that required standardized tests from all students; none of the universities they studied had adopted a "threshold" admissions policy, with automatic admission granted to students who meet cut-off requirements for HSGPA. In the chapter which examined the predictive value of test scores and high school grades, they reported that:

> *The findings are dramatic. …the coefficients for SAT/ACT scores are always less than 0.02, which means that an increase in test scores of one standard deviation is associated with an increase of less than 2 percentage points in six-year graduation rates; this relationship is even negative at the historically black colleges and universities (HBCU's)…. The consistency of the results is extraordinary: In all but one of these more than 50 public universities, high school GPA remains a highly significant predictor of six-year graduation rates after taking account of the effects of test scores... Test scores, on the other hand, routinely fail to pass standard tests of statistical significance when included with high school GPA in regressions predicting graduation rates, especially when we leave the realm of the most highly selective public universities… …the remaining incremental predictive power of the SAT/ACT scores disappears entirely when we add controls for the high school attended, whereas the predictive value of the high school GPA increases.* (Bowen, Chingos, McPherson, 2009)

In 2014, William Hiss and Valerie Franks —two of the three co-authors of this study—released *Defining Promise: Optional Standardized Testing Policies in American College and University Admission* (Hiss, Franks, 2014). It was the first large-scale, multi-institution assessment of the outcomes of optional testing, and extended the research done in 2010 by Hiss and his co-author Kate Doria, in a 25-year look-back study on the outcomes of the policy at Bates College (Hiss, Doria, 2010).

The 2014 research revealed that—when given the option at one of those 33 TOP institutions —roughly a third of enrolled students chose to apply without standardized test scores (Non-Submitters). These Non-Submitters went on to graduate at virtually the same rates (a 0.6% difference) and with nearly the same college GPA (0.05 of a Cum GPA point) as the Submitters whose test scores were considered in the admission process. Their research also concluded that Non-Submitters were more likely to be first-generation-to-college, underrepresented minority students, women, Pell Grant recipients, and students with Learning Differences. And, using large volumes of HSGPA data, their findings underscored the sturdiness of the HSGPA as a predictor of college performance.

This research highlighted an interesting intersection between the testing agencies and that of the counter views. A meta-analysis of studies of "discrepant performance" revealed that "a quarter to a third of tested students exhibit some degree of mismatch between their grades and their test scores." Within this group, approximately half of them have high school grades that are higher than what the tests would predict. Across the studies cited, the range appears to be between 11% and 18% of the sample population (Sanchez & Mattern [Making the Case for Standardized Testing] in Buckley, 2018).

Another related study identified the students most likely to have strong HSGPAs and low testing: women, First-Generation to college, low income students, and students who speak a second language at home. Furthermore, those most likely to be discordant with weaker HSGPAs and stronger testing are males, whites, and those of higher income (Sanchez and Edmunds, 2015).

We would emphasize that the results only include those students who took the tests. It is quite plausible that there are other students who might have succeeded in college, had they been encouraged, found the right mentor, or were not so discouraged by the costs. If so, the real "discrepancies" may be even higher.

And it is worth noting the parallels between the proportions noted in the above studies and the median percentage (23%) of students choosing to be Non-Submitters at the institutions in this study. Does TOP indeed serve this "discrepant" population of students? Does it reduce admission barriers for underserved populations? The following study design continues with the full list of research questions and explains how we went about answering them.

STUDY DESIGN

We began this study by reviewing the FairTest list of 1000 colleges and universites with one form or another of optional testing. In contrast to our 2014 study, we eliminated any highly-specialized institutions (e.g., art institutes). We tried to achieve a balance of institutional types, sizes, selectivity, and geography, as well as to have representation from institutions with different approaches to TOP. We approached about one hundred institutions to discuss whether they would consider joining the study. We launched the study with 28 interested institutions that felt they could provide reliable data for the multiple cohorts needed for the study.

To give us context, we interviewed the Dean of Admissions or Enrollment VP at each institution in the study about their rationale for adopting a test-optional admission policy as well as commentary about how well they felt it was working at their institutions. In many instances, the current dean had not been at the institution at the time of adoption, so they relayed their best understanding of the circumstances at the time of adoption.

We received a large set of data: from the 28 colleges and universities, we received 955,744 student records, with up to 40 data items in each student record. With any dataset of this size, there will be elements that require careful examination and decisions about clarity and reliability. However, all data in this study comes from participating colleges and universities or from IPEDS. All data was carefully checked and cleaned for consistency and accuracy, leading in almost every case to clarifying follow-up communications with Institutional Research or Admissions research directors. In some instances, new coding schema or changes in computer systems interfered with the institution's abililty to provide comprehensive information across the span of the study.

We use commonly accepted statistical methologies (descriptive statistics, t-tests, chi-squares, Cohen's d) to present data and highlight statistical significance, but we have avoided highly complex "semi-experimental" statistical methodologies. Rather, we try to present the data in a straightforward fashion: Which students were drawn to being Non-Submitters of testing? How did Submitters and Non-Submitters compare in high school achievement, and subsequently in college performance? Did adoption of a TOP have an impact on the institution's applicant pool or enrolled classes? Did these institutions treat Submitters and Non-Submitters differently in their admission and aid policies?

The study was not designed to come to a single conclusion about the use of test-optional admission policies, but to explore as many dimensions around the policy as possible. We began by conducting individual case-study analyses for the 28 public and private colleges and universities. They have all been guaranteed anonymity, so this report uses aggregated data from subsets of institutions and avoids institutionally-identifiable information. Below each chart or diagram is a description of the number of institutions and records included, along with a brief profile. In every case we have included all the institutions that had reliable data for the analysis being presented. This report is a series of observations, rather than a series of parallel findings on a single set of data.

What are the principal research questions?

In an effort to shed additional light on the impact of a test-optional admission policy, this report explores several pertinent questions about test-optional admission:

- If an institution adopts a test-optional admission policy, does it reduce admission barriers, thereby encouraging more students to apply?
- Does adopting a test-optional admission policy help an institution attract and enroll more traditionally under-represented minority (URM), first-generation-to-college, and low-SES students?
- How do institutions "treat" students who have chosen to withhold their scores from the admission process – in both their admission decisions and their aid decisions?
- Are there institutional financial implications to adopting a test-optional admission policy?
- Who are the Non-Submitters -- the students who use a test-optional policy? How do they perform academically in college compared to students who do not use the policy? This portion of the study is a re-testing of the findings from "Defining Promise", with a largely different group of institutions, but a parallel methodology.

We are conscious of, and accept, the responsibility to have this study examine both the ethical issues like access and diversity, and the strategic issues of yields, changing classes and potential financial impact on the institution.

What types of institutions and policies are represented in this study?

We focused our participant recruitment on 4-year, degree-granting, IPEDS-submitting, public and private not-for-profit institutions in the United States. We then investigated the breadth of test-optional (TOP) policy types employed by institutions in the U.S. There is no standard definition of "test-optional admission," leaving institutions to define and implement a variety of policies. We organized the various versions of the policy in common categories, and we found, in approximate numbers, the primary types of TOP used by institutions (in rank order of frequency they were observed): *Academic Threshold, Optional for All, Optional Plus, Optional for Some,* and *Test Flexible*. The most commonly used policies—Optional for All and Academic Threshold—were of particular interest, as was the Optional Plus policy. Institutions with Test Blind and Test Flexible policies were not considered for inclusion in this study. While considered, no Optional for Some institutions were included in the study due to small numbers of Non-Submitters. Figure 1, below, describes each policy in more detail, estimates the proportion of that policy type represented in the U.S., and then counts those represented in the present study.

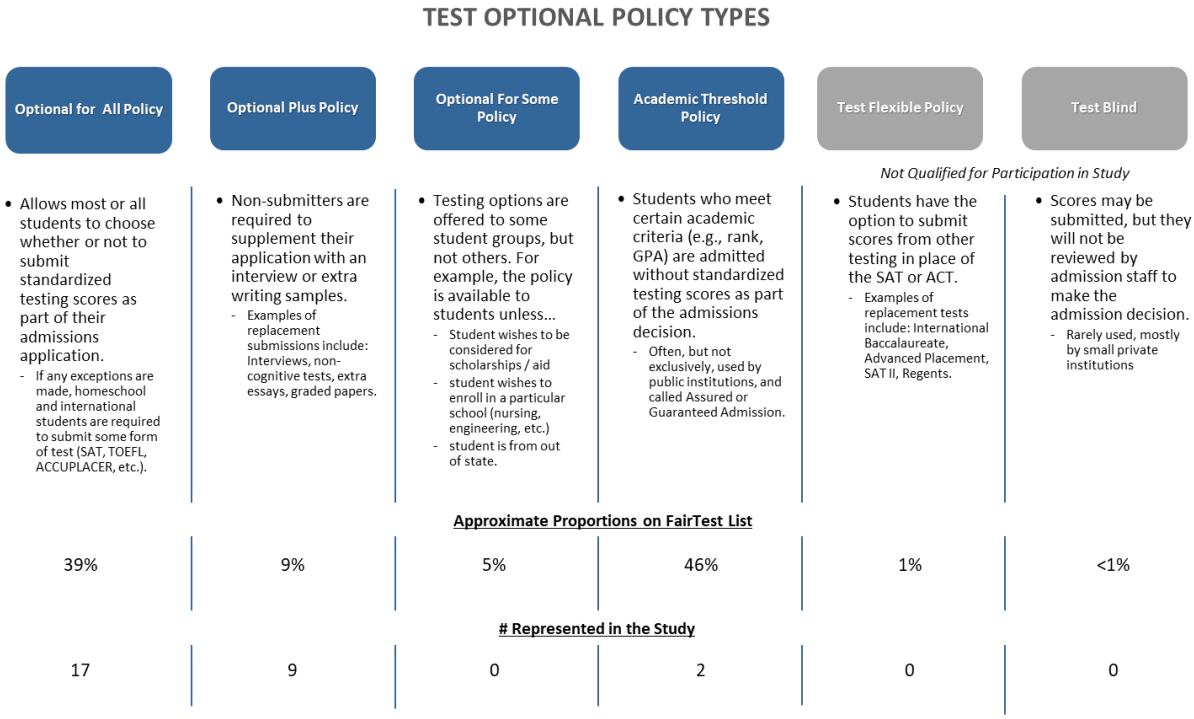


Figure 1. Test-Optional Policy Types, as of Spring 2016
This investigation and categorization focused on IPEDS Reporting, Degree granting, 4-year Public and Private Not-for-Profit Institutions on the FairTest List.

Some institutions (including many public universities) have a required HSGPA or class rank for Non-Submitters, often a requirement from a state education agency or the legislature. We have referred to this form of TOP as "academic threshold," in that the students must meet the required HSGPA for automatic admission. Shaped largely by the ability of particular threshold institutions to provide data, our research in the 2014 study had more of these "threshold" public institutions than this 2018 study. The best known of these are the Texas "Top 10%" policy at all Texas public universities, and the GPA requirement at the California State University system. Those requirements often become a self-fulfilling prophecy of student success in college. While sometimes contentious, a number of these policies have been in place for many years and seem to work successfully to open these public universities to a wider pool of applicants.

It should be noted that some institutions could fit the definitions of a couple of categories and/or have migrated from one to another. For instance, some institutions require that a student exceed a particular HSGPA to be eligible to be a Non-Submitter, but don't guarantee admission to those students, whereas others guarantee admission (without regard to test scores) to anyone above a particular GPA. The latter would clearly be considered an Academic Threshold policy, whereas the former could be considered either Academic Threshold or Optional for Some. In addition, some institutions shift from one version of the policy to another—often from the more restrictive "Optional Plus" to the less restrictive "Optional for All"—as they get comfortable with the use and implementation of the policy.

Also note that we included only a small representation of Academic Threshold institutions. As described above, at most Academic Threshold institutions students above a particular HSGPA or class rank are automatically considered without

regard to their test scores, but the applicants don't actually make a decision about whether or not to submit their test scores. Therefore, the charts in which we compare "Submitters" to "Non-Submitters" we have typically excluded the Academic Threshold institutions because those students don't actively choose to be Non-Submitters.

For this study, we sought to include institutions of a variety of sizes, levels of selectivity, and geographical locations. We sent initial inquiries to the deans of admission at about 100 TOP institutions, and followed up with those who responded to our initial inquiry. Not all that wanted to participate were able to provide the volume of data we were requesting of them. However, as outlined below, the 28 institutions that are included in our study represent a diverse group of institutions.

Category	Count of Institutions
Control	
Private not-for-profit	24
Public	4
Institution Size Category*	
1,000 - 4,999	17
5,000 - 9,999	7
10,000 - 19,999	1
20,000 and above	3
Carnegie Classification: Basic	
Baccalaureate Colleges	14
Master's Colleges & Universities	7
Doctoral Universities	7
Selectivity	
<30%	4
30%-50%	10
51%-70%	9
>70%	5
Endowment per FTE	
<$20,000	6
$20,001-$50,000	5
$50,001-$100,000	4
$100,001-$200,000	9
>$200,000	4
Geography	
Far West	2
Great Lakes	3
Mid East	8
New England	12
Plains & Southeast	3
URM Enrollment	
<10%	4
10%-20%	15
21%-30%	7
31%-40%	2
US News "National" or "Regional" Ranking	
National	20
Regional	8

Figure 2. Participating Institution Profile. The first seven sections of data drawn from ***IPEDS data 2016***. The last section from USNWR rankings, 2018. *Note, the institutional sizes here reflect total enrollments, including graduate programs, whereas the sizes referred to in our report refer solely to undergraduates.

Among our participating institutions, the proportion of Non-Submitters at each institution ranges widely —from 2% to 52%. Excluding the Academic Threshold institutions, the mean is 21.5% and the median Non-Submitter rate is about 23%.

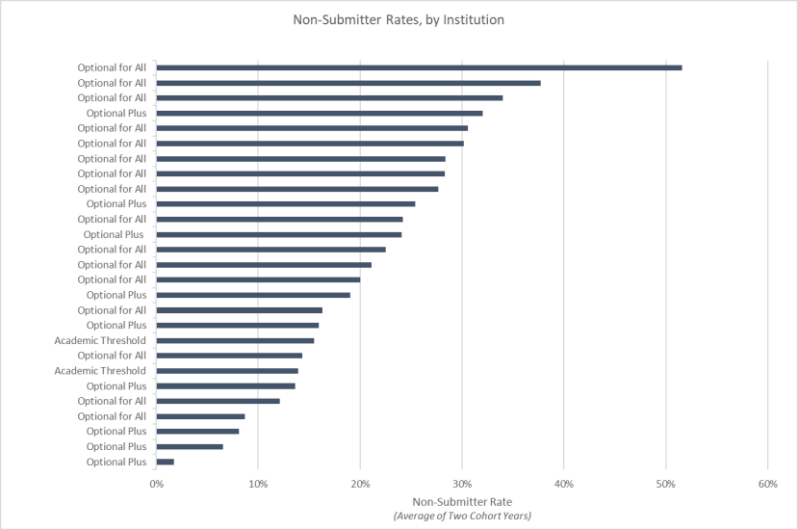


Figure 3. Two-Year Average Applicant Non-Submitter Rate, by Institution.
Exclusion: One institution that did not have Non-Submitter proportions
27[2] institutions **|** 103,088 Non-Submitters | 395,043 Submitters
Enrollment = 1,500-20,000 (2,400 M[3]) **|** Endowment per FTE = $5,000-$800,000 ($65,000 M) **|** Admit Rate = 15%-90% (43% M)

What data was collected and how was it used?

To allow us to assess changes in the admission funnel beginning with the applicant pools, from each institution we received record-level data, consisting of 40 variables (see appendix for detailed list of data definitions) for every applicant from two cohort years prior to adoption of their test-optional policy and two cohort years after adoption of the policy. The exceptions to this form of data gathering were the four institutions that had adopted a TOP prior to 2004 and were unable to submit data from years prior to their adoption of TOPs, and three of the five most recent adopters that could provide data for only one cohort subsequent to their adoption of a TOP.

All data for the study was submitted on a "blind crosswalk" basis, where the institution created a random record ID number for each student record, and only the institution kept that "cross-walk." The study received no identifiable individual information, and we guaranteed confidentiality and anonymity to the institutions in the study, as they shared a great deal of data with us. At the conclusion and publication of this study, each institution can decide if they wish to announce that they were participants.

The following subsections summarize each important area of data collected, and how it was transformed for analysis.

[2] Upon receipt of the data, we learned that one of the "Optional for All" institutions in the study was not able to accurately identify Submitters of testing versus Non-Submitters of testing. Therefore they have been excluded from the analyses in places where those student groups are compared.
[3] The capital "M" stands for Median

A primary focus is on exploring the impact of adoption of a test-optional admission policy on the size and composition of a college's admission funnel – from applicant pool, through admitted students, to enrolled students. Additionally, we have explored the differences between the Non-Submitters and Submitters at each stage of the funnel. This conceptual framework underpinned our approach to gathering, organizing and analyzing the data.

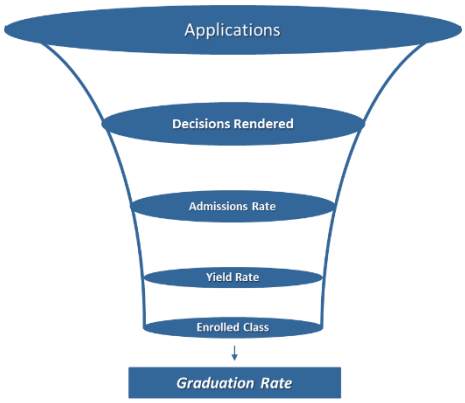


Figure 4. The Admission Funnel Framework. For the purposes of this study the Admission Funnel has been expanded to include a category of **Decisions Rendered** and concludes with a category of **Graduation Rate (**as a measure of student success).

The traditional admission funnel includes prospects, inquirers, applicants, admitted students, and matriculants. For the purposes of this study we collected data beginning with Applicants and added a layer of assessment we have labeled "Decision Rendered" (abbreviated as "DR"), asking the institutions to identify each candidate for whom they actually rendered a decision (admit, deny, waitlist). Thus, the number of DR applicants excludes applicants who remained incomplete and those who withdrew their applications prior to receiving a decision (e.g., made an Early Decision commitment elsewhere). This gave us insight into the inner workings of the policy, for instance, identifying whether Non-Submitters were completing applications at rates equivalent to Submitters.

In addition to the funnel data, institutions provided the following categories of information on each student (details available in the appendix, page 73):

- **Racial and Ethnic Student Identification:** IPEDS-defined categories of racial/ethnic identification.
- **High School GPA Data:** HSGPAs were reported to us as recorded by the institution's Admissions or Institutional Research offices. We did an extensive individual analysis of the GPAs reported by each of the 28 institutions in the study, using whatever scales that institution provided, and allowing for the GPA scales to exceed the traditional 4-point scale. No imputations were used in analysis. For the analyses in this combined report, we truncated all HSGPAs at 4.0.
- **Standardized Test Score Data:** ACT and/or SAT scores were gathered and a concordance table (College Board, 2009) used to convert ACT scores to SAT scores. For simplicity, all references in the report refer to them simply as SATs. The new SAT had not been taken by most[4] of the student cohorts in this study (College Board, 2016). 27% of all Non-Submitter records contained a test score.
- **Financial Aid Data:** The data was categorized into segments (details in the Appendix) using the following financial aid numbers:

[4] Only one institution submitted a few ACT test scores from students post 2016. For this institution, the more recently adopted concordance table was used (though its validity has been disputed by ACT).

- Expected Family Contribution (EFC) – At some institutions this was the federal EFC, and at others it was an institutionally-determined EFC. Because we were attempting to assess aid award differences between Submitters and Non-Submitters at the individual institution, we sought whatever EFC they used to determine the need for aid.
- Total Gift Aid – We requested the total gift aid (from any source) received by the student.
- Pell Grant Recipients – We asked institutions simply to identify any student receiving a Pell Grant, but did not ask for the specific amount of the Pell Grant.
- Merit Aid Recipients – We asked them to identify any student to whom they had awarded non-need-based, "merit" gift aid.

- **Academic Outcome Data:** First-year college GPA (FYGPA), most recent (or final) CumGPA, major designation, a current student enrollment status, and an up-to-date same-school graduation status for all students who enrolled. We used graduation status as our ultimate measure of student academic success. The data was collected in 2016.
- **Test Requiring Institutions, Peer Data:** IPEDS data for both the TOP institutions and their Test Required Policy Peers (TRP Peers) for each of the matched cohorts of students. (For more detail on the selection of Peer institutions, see pages 19 and 76.)

What is the sample size and composition?

We gathered information from 28 institutions, four public and 24 private, of various sizes and levels of selectivity. Of our 28 participating institutions, 20 were new to our research and 8 were repeats from the 2014 study, but with new class cohorts of data. Their undergraduate enrollments ranged from about 1,500 to 20,000, and their admit rates (in their TOP cohort years) range from 15%-90% (15%-80% among the privates, with a median of 43%).

We wanted to examine data from institutions that had varying years of experience with the policy, so there is a range of policy adoption timeframes represented in the study. Four institutions adopted their policies prior to 2004, five adopted their policies very recently, and the remaining institutions adopted the policy between 2004 and 2014. With the exception of the earliest adopters, each of them provided data for two cohorts just prior to adoption of their policies, and two cohorts post policy adoption.

We asked institutions to submit the first cohort *after* they adopted the policy, to allow for a full cycle of trial before starting the policy analysis. Seven submitted Post-TOP data beginning the first cohort immediately *after* they adopted the policy, and the other institutions submitted data ranging from two to six years after adoption to align data for a 4-5 year graduation rate comparison. Out of necessity, our subset of most recent adopters provided data beginning with the year they adopted the policy.

How was the data analyzed and summarized?

We have a large set of data with many different facets. As noted above, this study was designed not to reach a single conclusion, but to examine and share a wide range of findings. Initially, we did an extensive analysis of the data for each institution individually, searching for common patterns and themes, as well as identifying any apparent inconsistencies that might require clarification by the institution. After these conversations, it was sometimes determined that there was simply missing data or, due to changes in computer systems at the institution, there was

inconsistent data across their cohorts. In these instances, we decided to eliminate that particular data element and to exclude the institution from comparisons that were dependent upon that data.

At the institutional level we focused on the differences between Submitters and Non-Submitters at various stages in the funnel. To give an illustrative example of the data gathered, the following chart outlines the funnel activity by the numbers.

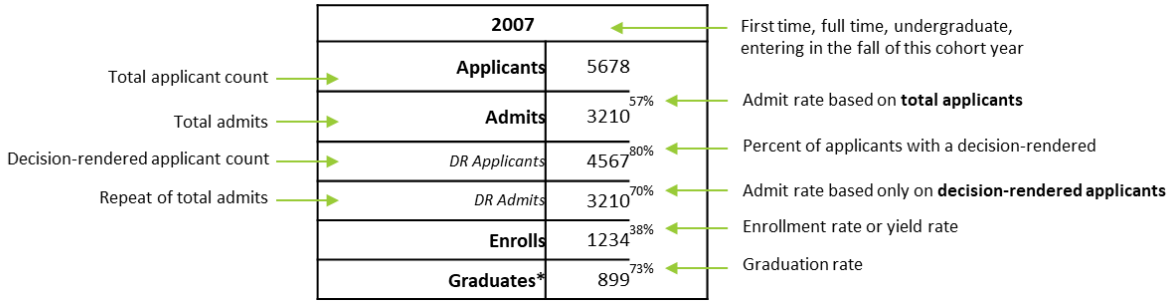


Figure 5. The Admission Funnel – Illustrative Example of Tables. Data requested of the 28 institutions in the study.
**For "Graduates", participating institutions submitted an updated status on all students as of June 2016.*

This table was summarized for each institution for each cohort year submitted, then averaged across pre-policy years, and across post-policy years. It was then filtered by the demographic and admission behavior data we collected, for instance: gender, race/ethnicity, athletic participation, high school type, Early Decision usage, family financial status, and first-generation-to-college status.

In this report, whenever there is a single data point provided for an institution (e.g., admit rate, percentage of URM students, proportion of Non-Submitters, etc.), it represents an average of two cohort years of data (i.e., the two pre-adoption cohorts or the two post-adoption cohorts) whenever that data is available. In some charts, the averages represent averages at each individual institution, whereas in other charts we present the pooled student data using individual records across a subset of institutions (e.g., the graduation rate for Submitters is derived by pooling the number of all the graduates for that set of institutions and dividing it by the total number of students who enrolled in those same cohorts). We have tried to present the data in whichever format provides the clearest meaning for the reader, and in some cases we have provided more than one format.

What are the research limitations?

To summarize, this study is a case study exploration into the role of testing in college admissions. Its very strength is in the attention paid to unique scenarios at each institution, following through to detailed understanding of admission and enrollment patterns. However, these are the limitations that come along with this case study-based approach:

- While we were able to recruit a wide range of institutions to volunteer participation in the study, and we learned quite a bit about each one, the sample size was not large enough to be considered definitively representative of institution or policy type.
- Each institution in the study maintained different record keeping practices, data definitions, and data governance policies. Our very detailed data request form and data transformation approach mitigated many of these differences. However we rarely received identically comprehensive datasets from any two

participating institutions. This led us to declare certain aspects of some data submissions as unavailable, unreliable, or irreconcilable. We have made notes in each Figure description to this effect.

- Working with historical data meant that there were sometimes inconsistencies across cohorts at individual institutions due to changes in computer systems or data coding schema. Similarly, the current staff were often not those who were at the helm during the time of policy adoption. Therefore our understanding of context surrounding the policy (e.g., motivation for adoption, concurrent initiatives, financial aid packaging strategies, and so on) was not always clear.
- The nature of our study inherently dealt with self-selection bias, both at the institution level (e.g., each institution made the decision to adopt TOP) and at the student level (e.g., all but two of the institutions – those with threshold policies -- had policies that allowed students to choose to withhold test scores in the admission process). There are a number of underlying motivations, and demographic and psychographic elements that we cannot account for in this study, rendering the determination of *causation* more difficult.

PRINCIPAL FINDINGS

We open our findings with an homage to the variability of institutions. We present two case studies of institutions that effectively realized the goals they set for their Test-Optional Policy. While trying to provide a clear picture of the institutions, in order to protect their anonymity, we have kept some of the descriptive information broad.

Institution A

Large, urban, private, not-for-profit

This institution described TOP as a means of formalizing what they had been doing all along, to *"Give students a choice about how they might want to present themselves."*

They described the process of transitioning to TOP as largely uneventful, requiring a few more temporary readers to aid the transition because without testing *"you typically need to look more closely at the high school record, the rigor of the curriculum, and the school profile for context."*

After adopting TOP, our data revealed that the new policy drew a smaller than average proportion of students who did not submit testing (9% vs 23%). And, although they increased applications, they grew proportionately more slowly than their matched TRP Peer.

It was a different story for URM students. They enrolled substantially more of these students (***15 percentage points*** more) than they did prior to adopting TOP which was proportionately a 76% greater gain than their TRP Peer. So, in spite of having their applicant pool grow at a slower pace than their TRP Peer, they were able to make substantially greater gains in enrolling URM students (and to a slightly lesser extent with Pell recipients and First-Generation students).

As compared to the pre-policy cohorts, the enrolled TOP cohorts saw a ***12 percentage point rise in the proportion of students with need***, and although this institution did not submit data on gift aid, it likely had to increase aid commitments to support this growth.

Once enrolled, Submitters had a marginally higher CumGPA than Non-Submitters, but both the overall population and the URM population **graduated at virtually identical rates**.

Institution B

Small, suburban, private, not-for-profit

This institution was motivated to adopt TOP because they thought the test-requirement was preventing some students from applying.

After adopting TOP, the applicant pool grew proportionately faster than the TRP Peer (proportionately 40% more growth), with Non-Submitters comprising 19% of the overall pool – a slightly lower proportion than the majority of the institutions in the study.

Their percentage of enrolled URM students *was **17 points higher*** after they adopted a TOP, which was proportionately a 75% greater gain than their TRP Peer. As with most of our institutions, they admitted Non-Submitters at a substantially lower rate than Submitters (15 percentage points lower), and the Non-Submitters enrolled at a substantially higher rate (23 percentage points higher).

At this institution, the post-policy cohorts included a lower proportion of students with need (11 percentage points lower), than the pre-policy cohorts, but ***Non-Submitters were, on average, $4,000 needier***. To the detriment of higher need students, though, this institution seemed to favor low and no-need students in its awarding strategy.

Once enrolled, Submitters had a marginally higher FYGPA and CumGPA (+0.09 and +0.07 respectively) than Non-Submitters. There are mixed results from the two graduating cohorts, with ***Non-Submitters graduating at a higher four-year rate*** (8 points higher) than Submitters, but **lower from the earlier cohort with a five-year graduation rate** (4 points lower). We offer no speculation on the difference other than that perhaps as they refined their review process for Non-Submitters – they got better at it! For both the four-year and five-year cohorts, the ***URM Non-Submitters graduated at a consistently higher rate*** (7 points higher) than the URM Submitters.

DOES A TEST-OPTIONAL POLICY…

Encourage more students to apply?

All institutions saw an application increase, but just over half saw application growth greater than that of a matched test-requiring peer (TRP Peer).

We interviewed the admissions dean at each of the 28 participating institutions about the impetus and the goals behind their institution's adoption of a TOP. They had not all been in their roles at the time the policy was adopted, but the recurring theme was that a major goal had been to increase applications, particularly among underrepresented student groups.

Not surprisingly, our data reveals that participating institutions saw application increases after policy adoption. The overall average increase in applications was 1,926 (and a median of 1,234), with an average increase of 29% at the private institutions in the study and 11% at the public institutions. Note these application increases represent various spans of time from the date an institution adopted a TOP to the date of the latest cohort they submitted for the study. These time spans range from one year to six years, collected during the period of 2004-2016.

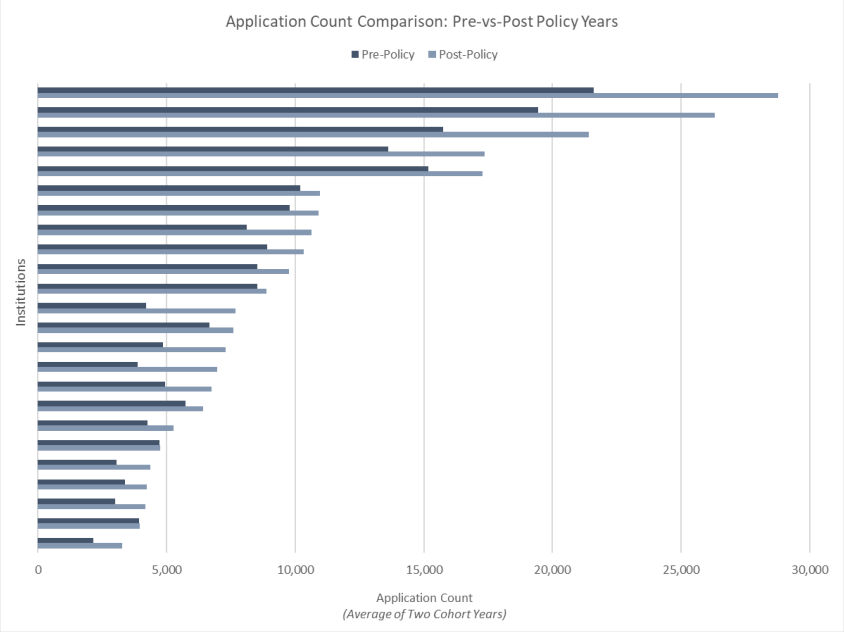


Figure 6. Pre-Policy vs. Post-Policy Comparison of Average *Application* Counts, by Institution.
Exclusions: Four policy early adopters
24 Institutions | 888,021 Records
Enrollment = 1,500-20,000 (3,000 M[5]) **|** Endowment per FTE = $4,000-$500,000 ($63,000 M) **|** Admit Rate = 20%-80% (50% M)

These universal increases are not surprising, as most institutions posted gains during this period. The critical question is whether our TOP institutions fared better or worse than peer institutions that still required standardized tests of

[5] Going forward, "M" represents the Median

their applicants. A 2015 study out of the University of Georgia (Belasco, 2014) sought to answer this question and concluded that, in the aggregate, selective liberal arts colleges that adopted a TOP (in comparison with those that continued to require SAT or ACT scores) had not increased their enrollment of URM students or Pell recipients. But in focusing on the averaged outcomes, that study may not have been able to discern impact at the institutional level.

Recognizing that there is great variation among institutions in selectivity, size, financial resources and geographical markets, and that not all test-optional admission policies are the same, nor pursued with the same vigor, it seemed appropriate to apply a more institutionally-focused approach to answering this question. As noted earlier, we asked the admissions dean from each of our participating institutions to identify their top three "peer competitors" – the institutions they felt were most like their institution, and that were in most direct competition for their students (i.e., not an "aspirational" institution, but one with which they had a fairly even win-loss ratio with students admitted to both institutions). Then we identified institutional match criteria to finalize the selection of the single, most comparable, Test-Required Policy (TRP) Peer match[6] for use in our analysis.

Comparisons are made using data from the same cohort years for the Test-Required Peer as were submitted to us by the Test-Optional institution, but for these comparisons, all data for both institutions was drawn from IPEDS to ensure consistency in the comparison.

The following chart illustrates whether each TOP institution experienced a greater or lesser percentage gain in applications than their Test-Required Peer institution. We analyzed the application growth by using percentage growth (rather than raw numbers) to compensate for the varying sizes of institutions (enrollments range from approximately 1,500 to about 20,000[7]). Thus, an applicant pool of 1,000 that increases to 1,100 would be represented as having growth of 10%, and so would an applicant pool of 10,000 that increases to 11,000). The differences represented below are the proportionate differences between the percentage growth of each TOP institution and its Test-Required Peer. If a TOP institution experienced growth of 22% and its TR Peer experienced growth of 20%, the proportionate difference represented below would be 10% (22%/20%) greater proportionate growth for the TOP institution.

In this chart we observe that 13 of 23 (57%) of the TOP institutions in our study experienced greater proportionate growth in overall applications than their TRP Peers during the same time period, while only six (26%) of them experienced less application growth than their TRP Peers. Four experienced essentially the same level of growth (within +/- 3%).

[6] Data was pulled from IPEDS Data Center. The following criteria was used to select (from the list of peer-competitors identified by the dean) the best possible Test-Required Peer: 1) Control type - Public or Private, 2) Similar URM proportion during the TOP pre-policy cohort years, 3) Similar Pell proportion, or if unavailable, similar federal aid award proportion, during the TOP pre-policy cohort year, 4) Similar application pool size, 5) Same general geography, 6) Carnegie Classification: Size and Setting.
[7] IPEDS enrollment data on undergraduates entering Fall 2016.

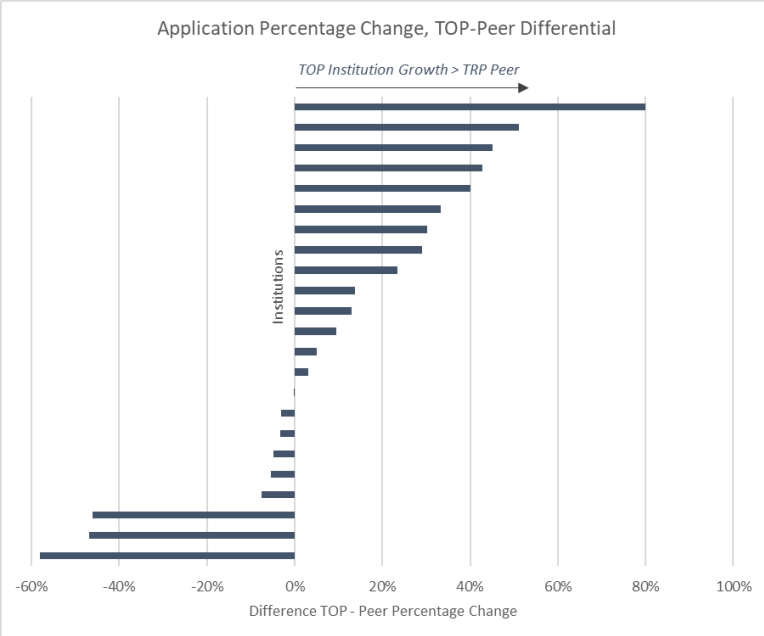


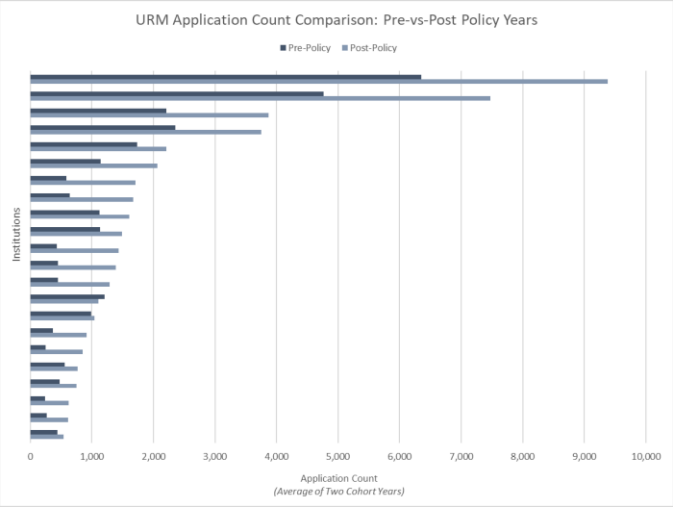
Figure 7. Application Change Differential, TOP Institution versus TRP Peer During Pre-and Post-Policy Cohort Years. IPEDS data on corresponding, averaged, pre-policy and post-policy cohort year data on FTFT degree-seeking undergraduates.
Exclusions: Four TOP institutions and respective matches were excluded due to lack of data available prior to TOP adoption (i.e., policy early adopters), and one additional TOP was eliminated due to lack of a well-matched TRP Peer.
23 TOP participants and matching TRP peers (N=46) | 1,164,546 Applicant Records

> *"The policy has worked, though it is not nearly as popular (widely used) as we thought it would be…maybe most of the students who would traditionally have been attracted to TOP were already applying without being overly concerned if their test scores didn't represent them well"*
>
> *Dean from large private university*

Does a TOP help institutions enroll more traditionally URM and low-SES students?

For the majority of our TOP institutions, yes. Almost all institutions saw a rise in URM applications after TOP, and two-thirds of them saw that rise correspond to URM enrollment growth above that seen by a matched TRP peer institution. Half experienced Pell enrollment growth above a TRP peer.

Based solely on the raw counts of URM applicants and enrollees, the data shows that ***all but one*** of our TOP institutions experienced an increase in URM applications after TOP adoption. The overall average increase in application count was 835, with a slightly higher median of 938. Similarly, all but three of them increased their enrollment of URM students after adoption of a TOP.



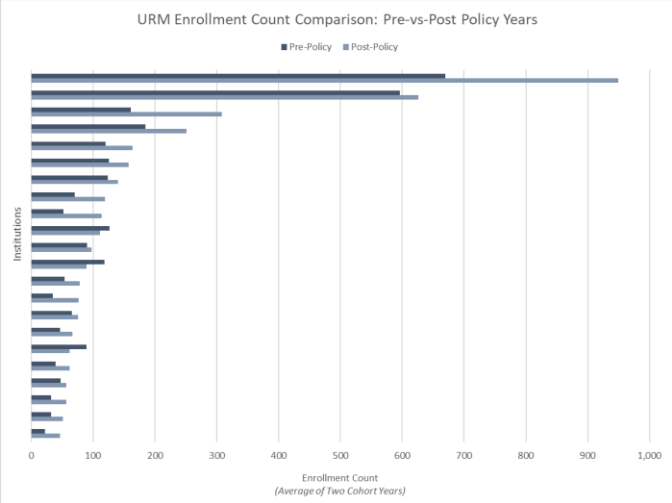


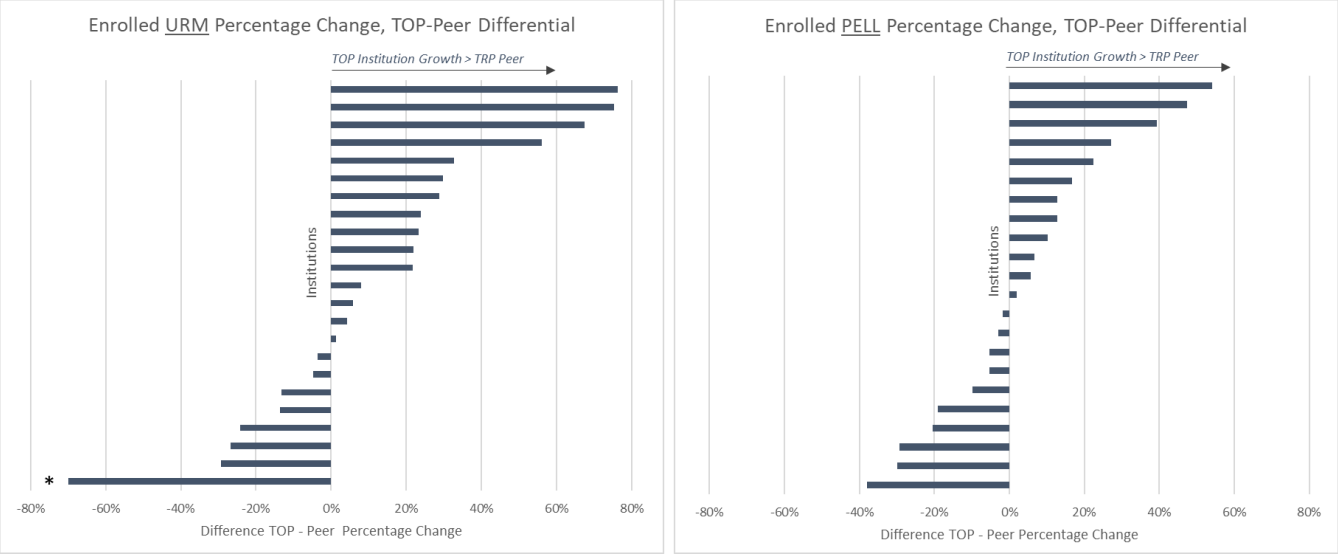
Figure 8. Pre-Policy vs. Post-Policy Comparison of Average URM *Application* and *Enrollment* Counts, by Institution.
Exclusions: Four policy early adopters and two institutions with unreliable URM data
22 Institutions **|** 74,770 URM Applicants **|** 13,613 URM Enrolled
Enrollment = 1,500-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$500,000 ($60,000 M) **|** Admit Rate = 20%-80% (46% M)

"I looked at the average test scores of colleges, and if my scores didn't fit that range, I just nixed them. That was the first time that I was presented with the idea that SATs could be optional; I didn't know. I would never have thought to apply to liberal arts schools in the Northeast. "

Hispanic female from rural Texas
in "The Test and the Art of Thinking" (Davis, 2018)

It is important to try to assess whether offering the option to apply as a Non-Submitter actually increased the proportion of underrepresented students who chose to apply and enroll at an institution, or did it simply shuffle the deck, having no real impact on the composition of the class? Given that this timeframe coincided with a period of rapid growth in the diversity of college applicants, we used the matched TRP Peers to assess any true differences. The differences in proportions in the enrolling classes are represented below in a manner parallel to Figure 9.

There were 14 of 23 (61%) of the TOP institutions that achieved proportionately greater increases in enrollment of URM students than their TRP Peers; one was essentially the same (within +/- 3%); and eight (35%) fared less well than their TRP Peers. Enrollment of Pell Recipients was more evenly split, with 11 of 22 (50%) of the TOP institutions increasing the proportion of Pell recipients more than their TRP Peers, three enrolling roughly the same proportions and eight (36%) losing ground in comparison with their TRP Peers.



**This matched pair was the only one in which the URM proportions for all reported classes for both the TOP and TRP Peer were 7% or less, so this representation should be viewed with caution as the numbers are small.*

Figure 9. Enrolled URM and Pell Proportion Change Differentials, TOP Institution versus TRP Peer During Pre-and Post-Policy Cohort Years. IPEDS data on corresponding, averaged, pre-policy and post-policy cohort year data on FTFT degree-seeking undergraduates. Institutions are not aligned across the two charts.
23 TOP participants and matching TRP peers (N=46)[8]

Finally, to summarize the pre-to-post policy analysis, we completed a statistical test to compare the institutional averages between our TOP institutions and their TRP Peers. This statistical testing, as outlined below, indicates that our TOP institutions experienced greater application and URM enrollment growth than their matched peer institutions. As seen below, using a statistical measure of effect size (Cohen's d) we find a ***medium effect size*** between the proportionate differences in the mean application growth and the mean URM enrollment growth for the TOP institutions vs their matched TRP Peers. There is only a small effect size seen for Pell recipient enrollment proportions. (Because the data was drawn from IPEDS, we could not compare growth in the enrollment of First Gen students.)

[8] Note: In the Pell comparison, one additional TOP and its match were excluded because policy adoption occurred too recently for IPEDS financial aid data to be available. Prior to 2007 when Pell proportions were not available in IPEDS, proportion of "students awarded federal grant aid" was used.

TOP INSTITUTION VS TRP PEER – COHEN'S D STATISTICAL COMPARISON OF MEANS				
		N	Mean	Cohen's d
APPLICATION % CHANGE	TOP Institution	23	.285	Medium Difference (.4)
	TRP Peer	23	.179	
URM PROPORTION ENROLL % CHANGE	TOP Institution	23	.344	Medium Difference (.4)
	TRP Peer	23	.217	
PELL PROPORTION ENROLL % CHANGE	TOP Institution	22	.253	Small Difference (.1)
	TRP Peer	22	.210	

Color Key	
No Difference	< 0.1
Small Difference	0.1 - 0.3
Medium Difference	0.3 - 0.5
Large Difference	> 0.5

Figure 10. Effect Size TOP vs TRP Policy Comparison for **Overall Applicant**, **Enrolled URM**, and **Enrolled Pell**. TOP Institution versus TRP Peer During Pre-and Post-Policy Cohort Years. IPEDS data on corresponding, two-year average, pre-policy and post-policy cohort year data on FTFT degree-seeking undergraduates.
23 TOP participants and matching TRP peers (N=46)

As a reminder – the charts above are measuring the difference (between the TOP institution and its TRP Peer) in the amount of "improvement" on each characteristic. But as indicated above, all the TOP institutions had increases in the actual number of applications. All but one received an increased number of applications from URM students. All but two enrolled more URM students. And all but one enrolled more Pell recipients. So, the institutions at the bottom of each chart didn't fall behind, they just didn't advance as much as their TRP Peer institution.

Some additional observations in the comparisons above caught our interest:

- The institution that had the least growth (in comparison to its TRP Peer) in applications, also had the least growth in Pell recipients, but had among the strongest growth in URM enrollment, suggesting that this institution many have focused its recruitment and enrollment efforts on this population.
- In a similar flip-flop, the institution with the lowest comparative growth in URM enrollment had among the highest comparative growth in applications overall.
- Three of the four public institutions in the study were included above, and it is interesting to note that all three of them were among the eight that increased *less than* their TR Peers in enrolling URM students.

Worth noting, a small subset of institutions repeatedly appeared as outliers "in the negative" compared to their TRP peer in the above charts. A later section of the report (p. 46) will provide some additional perspective on these cases.

So it is clear that, in comparison to their TRP Peer institutions, TOP institutions have varied outcomes relative to the characteristics we assessed. However, the overall comparison suggests a positive relationship between TOP policy adoption and application growth, URM enrollment growth, and slightly less so, Pell enrollment growth.

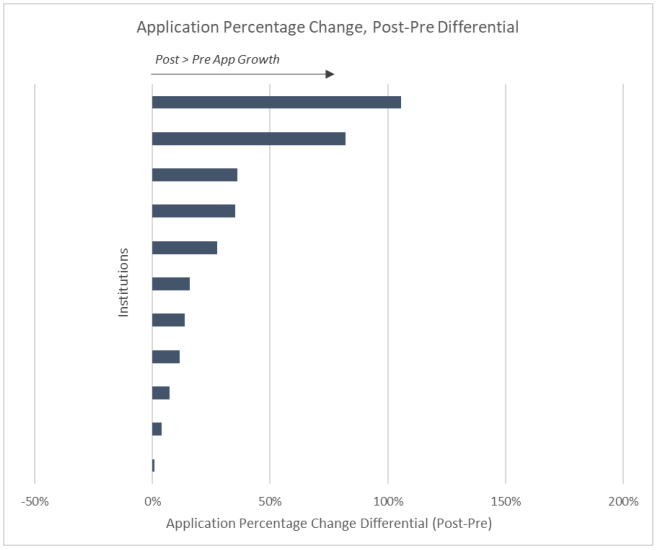
Does a TOP negatively impact the patterns seen in admissions, from selectivity to enrollment rates?

The answer is no. All of the institutions that provided consecutive cohort years pre-policy to post-policy data saw overall application growth, and all but one saw URM application growth. A few institutions saw an increase in selectivity.

A major concern about making a significant change in an admission policy is whether doing so will in some way have a negative impact on the quantity, quality, or composition of the applicant pool and, ultimately, on the enrolled student body.

The final four charts in this section include information from the 13 institutions that submitted data from the cohorts immediately preceding and immediately following their adoption of a TOP. While we cannot isolate the impact of the adoption of the policy from the impact of other changes occurring concurrently, by limiting this comparison to these institutions, we were able to observe the changes that were synchronous with the policy adoption.

At the applicant stage we see that all of these TOP institutions had increases in the number of applications ranging from trivial to a doubling of apps in the five-year period. And all but one of them experienced substantive gains in the number of applications submitted by URM students.



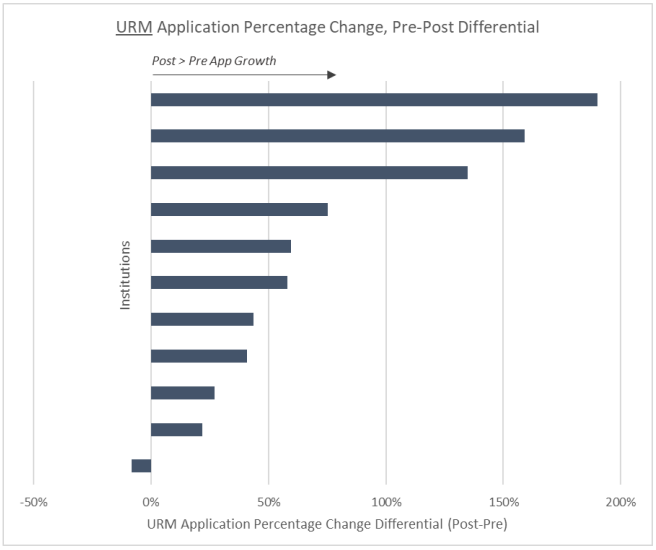


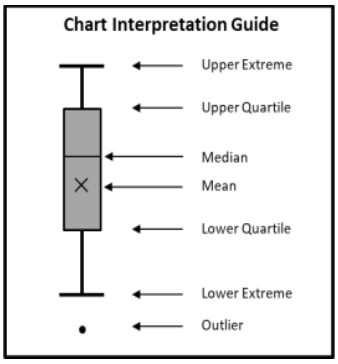
Figure 11. Pre-Policy to Post-Policy Growth of URM Applications, by Institution. The institutions represented include thirteen public and private TOP institutions in the study that provided cohorts *immediately preceding and immediately following their adoption of a TOP*.
Exclusions: Four policy early adopters and two institutions with unreliable URM data
All Applicants: 13 Institutions **|** 656,491 Records
URM Applicants: 13 Institutions**|** 138,482 URM Records
Enrollment = 2,000-10,000 (4,000 M) **|** Endowment per FTE = $4,000-$250,000 ($60,000 M) **|** Admit Rate = 20%-80% (45% M)

"After several years of essentially no growth in African-American enrollments, our first year of TOP had a dramatic increase in African-American, Hispanic, and International apps."

Dean from large private university

Although it is impossible to know what would have happened if these colleges had not adopted a Test-Optional admission policy, the charts below suggest that their applicant pools have not suffered subsequent to adopting the policy. The first chart compares aspects of the funnel for all students in the cohorts during the pre-policy (Test-Required) years against those of the ensuing post-policy (Test-Optional) cohorts.

Thus, it appears that for this group of colleges, the decision to adopt a TOP has not had a negative impact on their admission funnels. To illustrate the impact, we chose a "box and whiskers" style of chart for a number of comparisons as it provides a multi-dimensional visual representation that allows the reader to simultaneously view the complete range, the middle 50%, the mean and the mode, as well as any outliers, thereby illustrating the sometimes-wide variation between institutions and their experiences with TOP. The following outlines a brief guide to interpretation of the subsequent charts:



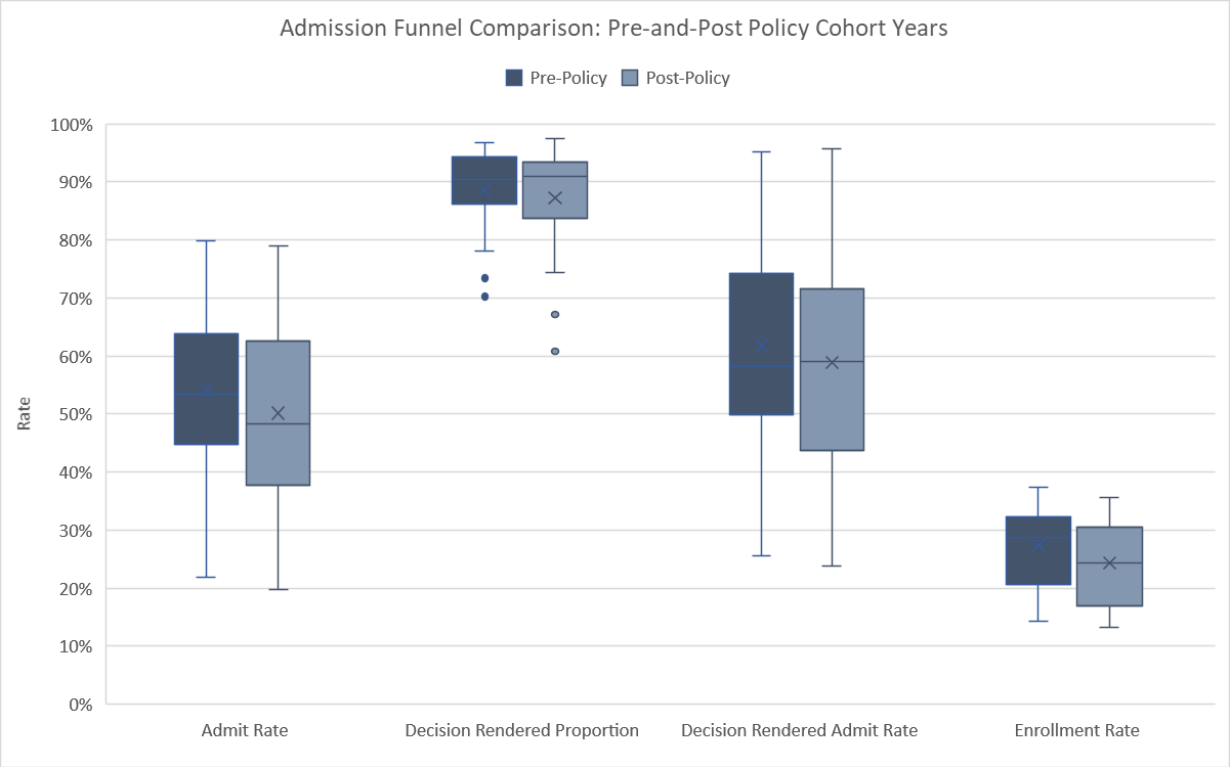


Figure 12. Pre-Post Policy Funnel Overview. Cohort Years 2008-2016. The institutions represented include thirteen public and private TOP institutions in the study that provided cohorts immediately preceding and immediately following their adoption of a TOP.
Exclusions: Four policy early adopters
13 Institutions **|** 656,491 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$250,000 ($60,000 M) **|** Admit Rate = 20%-80% (50% M)

The funnel patterns of the Pre-Policy cohort years are very similar to the Post-Policy cohort years. The mean and median Admit Rates are marginally lower, as are the Enrollment Rates (yield). But as applicant pools increase in size, it is not unusual for the institutions to become somewhat more selective. Similarly, yield rates at colleges have tended to decline over the past couple of decades as students, on average, have applied to an increasing number of colleges.

One study offered the opinion that colleges were becoming test-optional, not to increase diversity, but to appear more selective (Belasco, 2014). As readers will see later, the admit rate for Non-Submitters is modestly lower, but in the chart above the modest overall differences in admit rates from pre-to-post TOP do not offer much credence to the argument that colleges are recruiting Non-Submitters only to turn them down.

The next view of the funnel—focusing exclusively on URM students—displays similar, but more exaggerated patterns. The median Admit Rate and the quartile span during the test-optional years is lower and wider —from 16% to almost 60% -- compared to the test-required years. The Decision Rendered proportion is equivalent, but with some significantly lower institution outliers. However, the enrollment rate quartile range has a distinctly wider span, indicating that some institutions saw a significant rise in yield, while others experienced a drop.

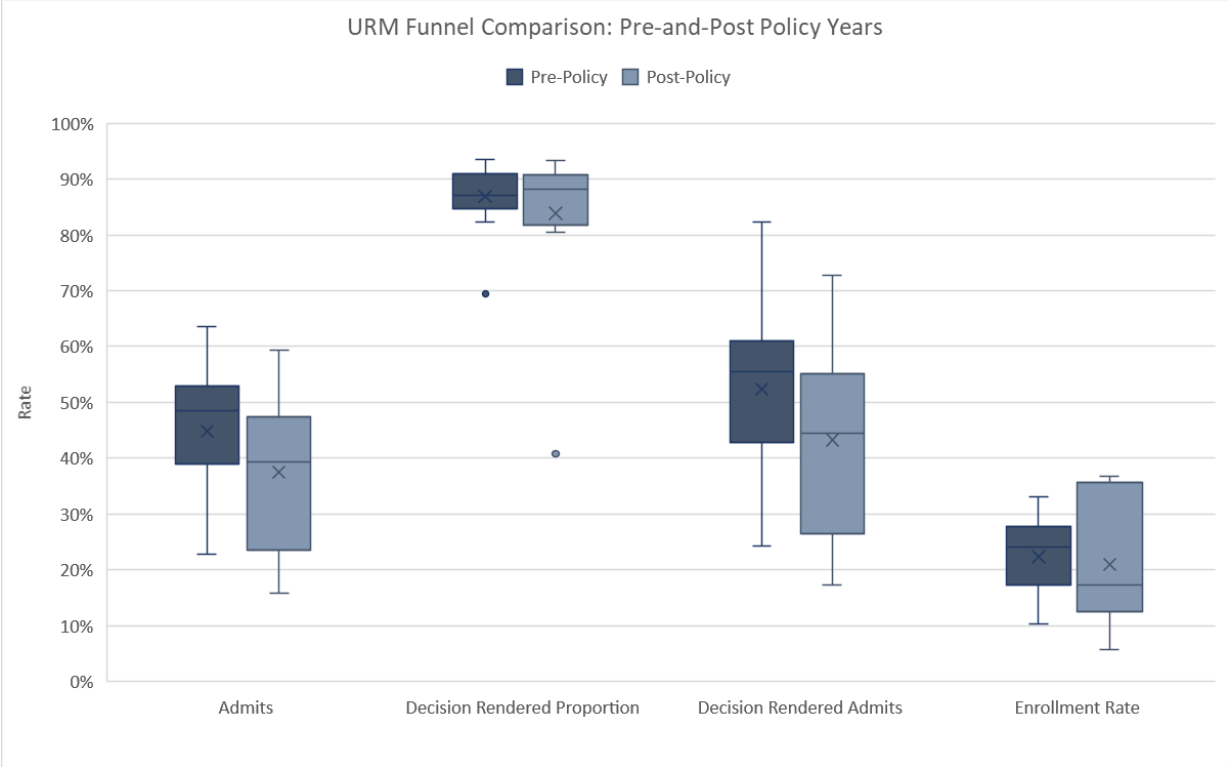


Figure 13. Pre-Post URM Admission Funnel. Cohort Years 2008-2016. The institutions represented include thirteen public and private TOP institutions in the study that provided cohorts immediately preceding and immediately following their adoption of a TOP.
Exclusions: Four policy early adopters, and two that did not have reliable URM data
13 Institutions **|** 138,482 URM Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$250,000 ($60,000 M) **|** Admit Rate = 20%-80% (45% M)

In summary, as noted elsewhere, there is great variation among the experiences of colleges that have adopted test-optional admission policies. And while it is seductive to believe one can make a single pronouncement about the impact of adopting a TOP – much of that impact varies based upon the specific institution, its competitive position in the world of higher education, and the implementation and promotion of the test-optional policy. Our participating TOP institutions varied in size (~1,500 to ~20,000) and selectivity (with admit rates ranging from ~15% to ~90%). But the experiences of this particular batch of colleges suggests that the adoption of a well-promoted and well-executed test-optional admission policy can reasonably lead to an increase in overall applications as well as an increase in the URM representation (both numeric and proportionate) within the freshman class. As such, a TOP policy can provide one tool to assist a college in attracting and enrolling a larger contingent of URM students.

NON-SUBMITTER PROFILE

Do Non-Submitters and Submitters exhibit different funnel patterns?

The answer is yes. Non-Submitters are admitted at lower rates, but enroll at significantly higher rates than Submitters. Non-Submitters go on to graduate at rates equivalent to Submitters.

In addition to assessing the broad impact of a Test-Optional admission policy on an institution's applicant pool and enrolled classes, this study sought to identify any differences between the funnel patterns of the students who submitted test results (Submitters) and those who chose not to submit test results (Non-Submitters) in the admission process. The chart below illustrates the differences between these two groups at the various stages of the admission funnel.

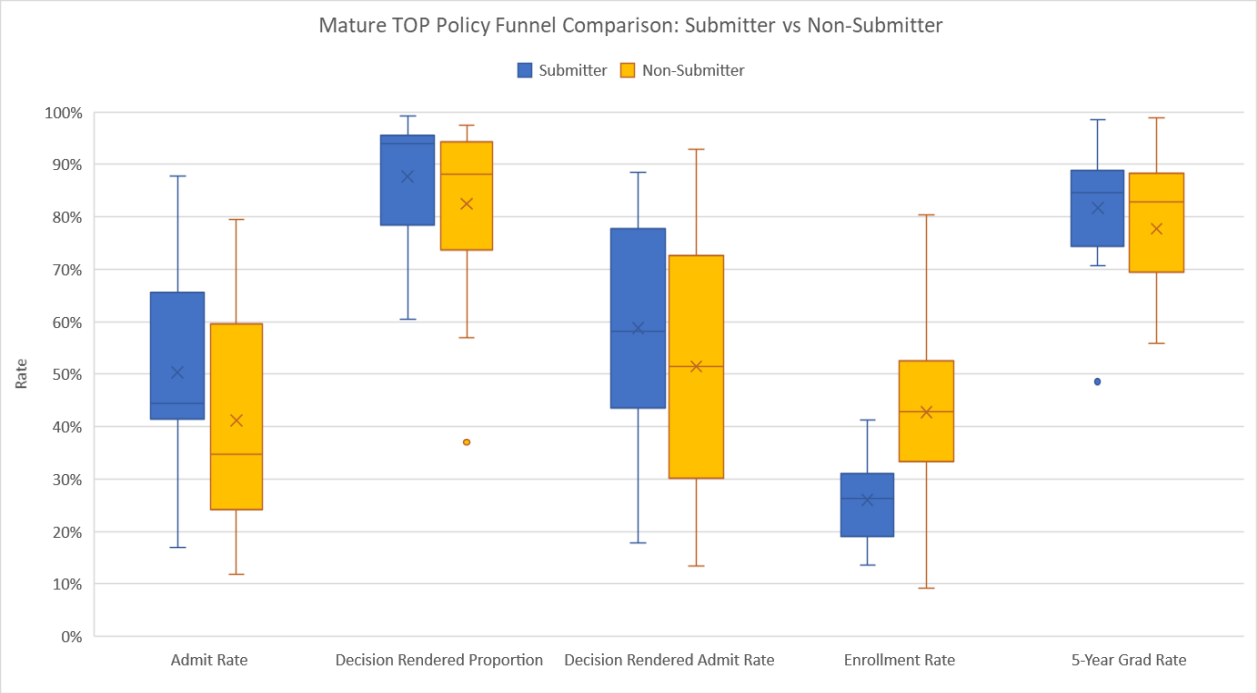


Figure 14. Mature TOP Policy Admission Funnel, Submitter vs. Non-Submitter Comparison, with 5-Year Graduation Rates. Data represents 14 public and private institutions in the study for which we had 5+year graduation data.
Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions
14 Institutions | 166,561 Records
Enrollment = 1,500-5,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-80% (45% M)

There are several notable differences, but perhaps the most significant are that, on average the 14 institutions in the chart above (those that had at least 5-yr graduation rates available) admitted Non-Submitters at lower rates than Submitters, and, on average, those Non-Submitters enrolled (yielded) at substantially higher rates, and went on to graduate at similar rates. The graduation rates from Non-Submitters at these mature TOP institutions have a wider range and lower mean than seen among Submitters, however the differences between the two groups' averages and medians are within 3-4 percentage points. It is important to note that this data represents *institution averages*. As we will illustrate later, pooled student data on average graduation rates shows a comparable, but slightly different picture.

Using the same lens, the chart below focuses on the admission funnel for underrepresented minority (URM) students (N.B. the chart below excludes two institutions that were not able to present reliable URM data at the admit stage.) The URM funnel mimics the patterns seen in the All Student funnel -- institutions admitted URM Non-Submitters at lower rates than URM Submitters, but the URM Non-Submitters enrolled at significantly higher rates— an average of 14 percentage points higher than Submitters. URM graduation rates are harder to reliably interpret, because graduated Non-Submitter URM counts are low, but the URM 5-year graduation rates show equivalence between the two groups.

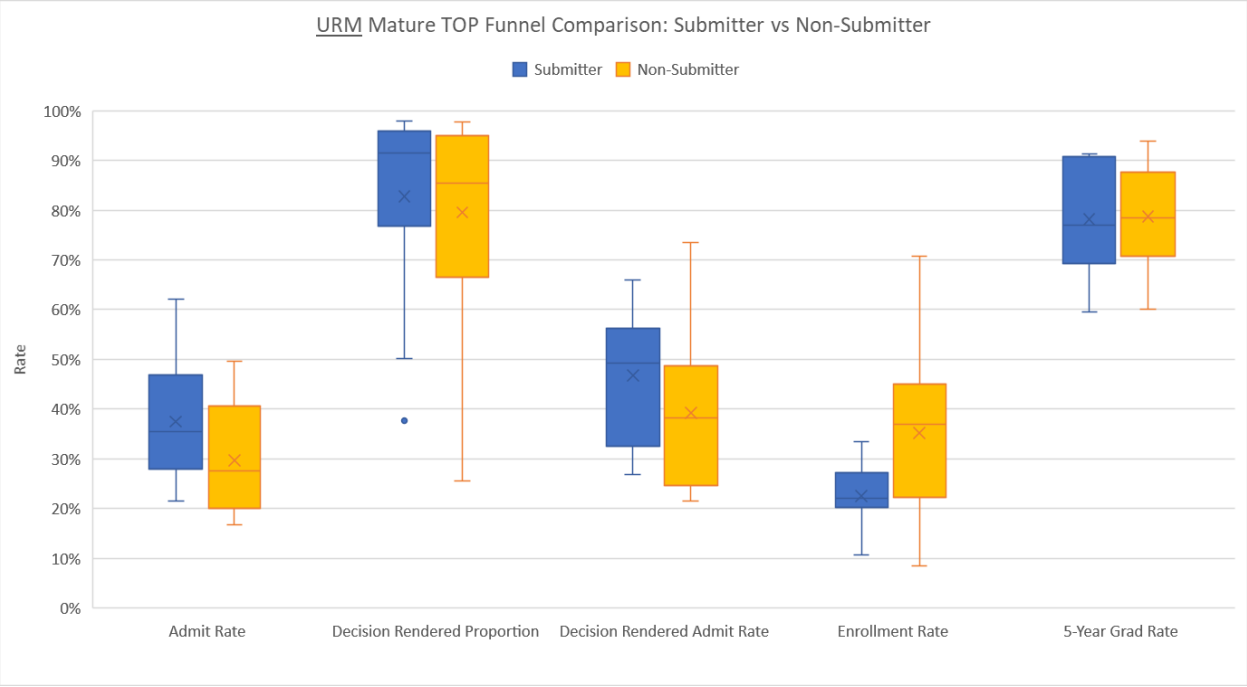


Figure 15. Mature TOP Policy *URM* Funnel, Submitter vs. Non-Submitter Comparison, with 5-Year Graduation Rates. Data represents 12 private TOP institutions with reliable URM data for Submitters and Non-Submitters and 5+Year graduation rates.
Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions, and two that did not have reliable URM data. No public institutions had reliable data for this assessment.
12 Institutions | 26,245 URM Applicant Records
Enrollment = 1,500-5,000 (2,500 M) **|** Endowment per FTE = $44,000-$800,000 ($150,000 M) **|** Admit Rate = 15%-70% (40% M)

The chart below includes the 8 institutions that adopted TOPs more recently, and thus do not yet have graduation rates to report. But the patterns are similar – they admitted Non-Submitters at markedly lower rates, and Non-Submitters enrolled at higher rates.

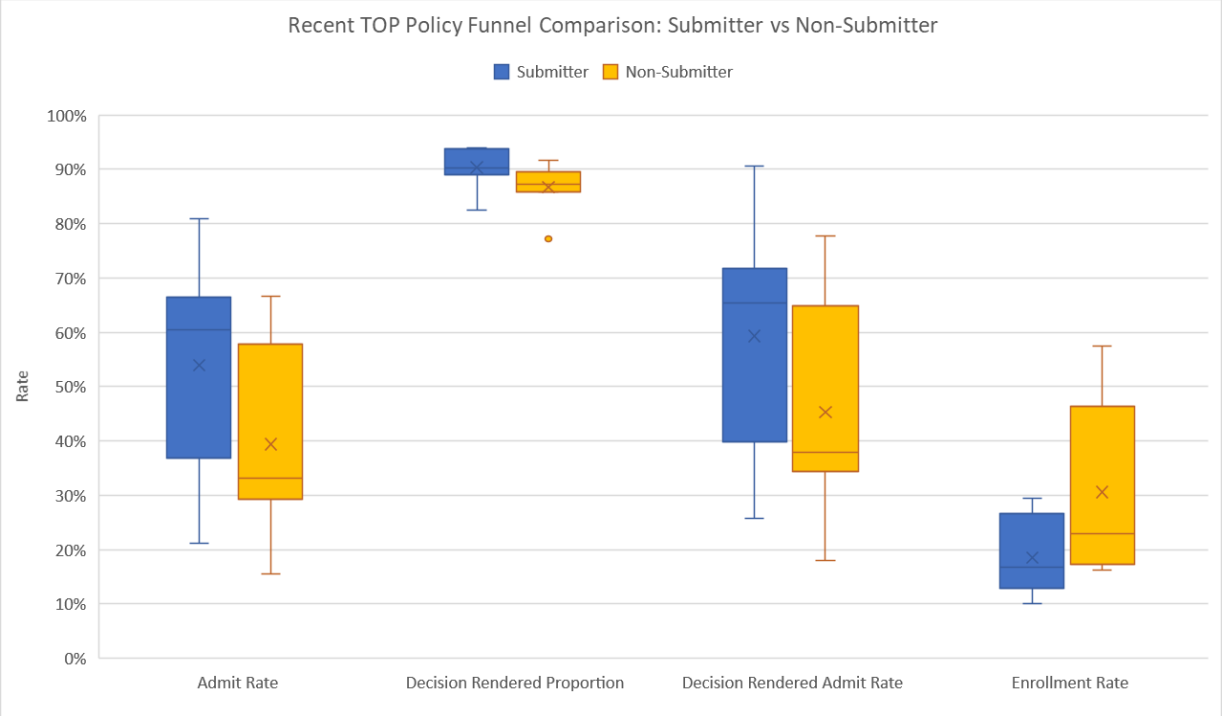


Figure 16. Recent TOP Policy Admission Funnel, Submitter vs. Non-Submitter Comparison, with 5-Year Graduation Rates. Data for chart represents 8 public and private institutions that adopted a policy between 2013 and 2016, and therefore do not have graduation rates to report. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
8 Institutions | 246,565 Applicant Records
Enrollment = 2,000-20,000 (3,000 M) **|** Endowment per FTE = $15,000-$250,000 ($70,000 M) **|** Admit Rate = 20%-80% (50% M)

Figure 17 below, an institution-by-institution comparison of differentials, shows that the majority of these institutions (21 out of 25) admitted Non-Submitters at lower rates than Submitters. However, all but one of these institutions (24 of 25) saw Non-Submitters enrolling at higher rates than Submitters.

Note that shaded bars identify the public institutions.

Figure 17. Institution Admit and Enrollment Rate Differentials: Non-Submitter vs. Submitter. 25 public and private institutions with reliable Non-Submitter data. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
25 Institutions | 396,921 Decision Rendered Records
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($70,000 M) **|** Admit Rate = 15%-80% (40% M)

In a few instances, colleges identified as "Optional Plus" that placed additional requirements on Non-Submitters (e.g., a required interview or written responses to additional questions) may have increased their gross number of Non-Submitter applicants, but had a lower average completion rate, thereby depressing the number of their Decision Rendered (DR) Non-Submitters. In a couple of cases, after adopting a TOP, an increase in URM apps did not carry through to an increase in the number admitted, because there was a large tail-off in the number of URM that received a decision (which we assume was due to lack of completed apps). As illustrated below, a lower proportion of the applicants to "Optional Plus" institutions than to "Optional for All" institutions (78% vs 90%) actually received a decision.

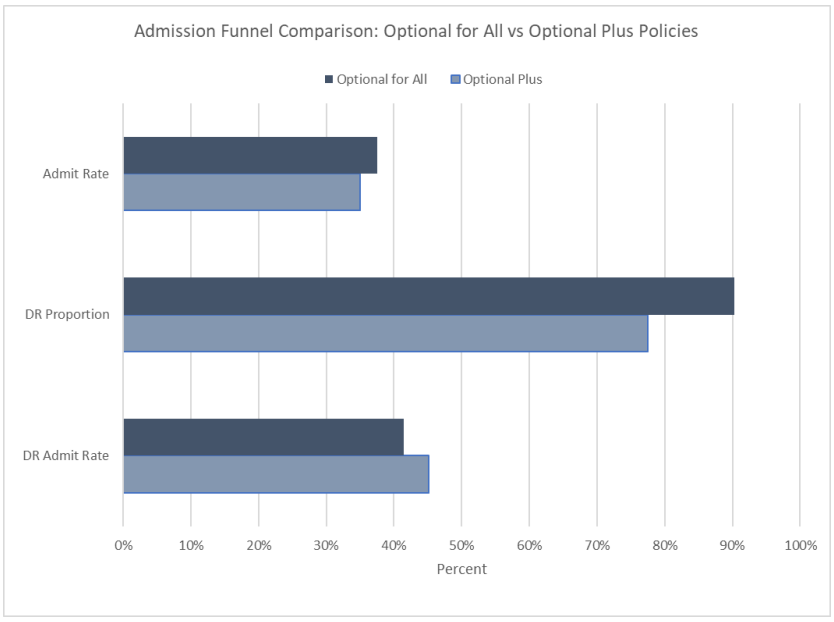


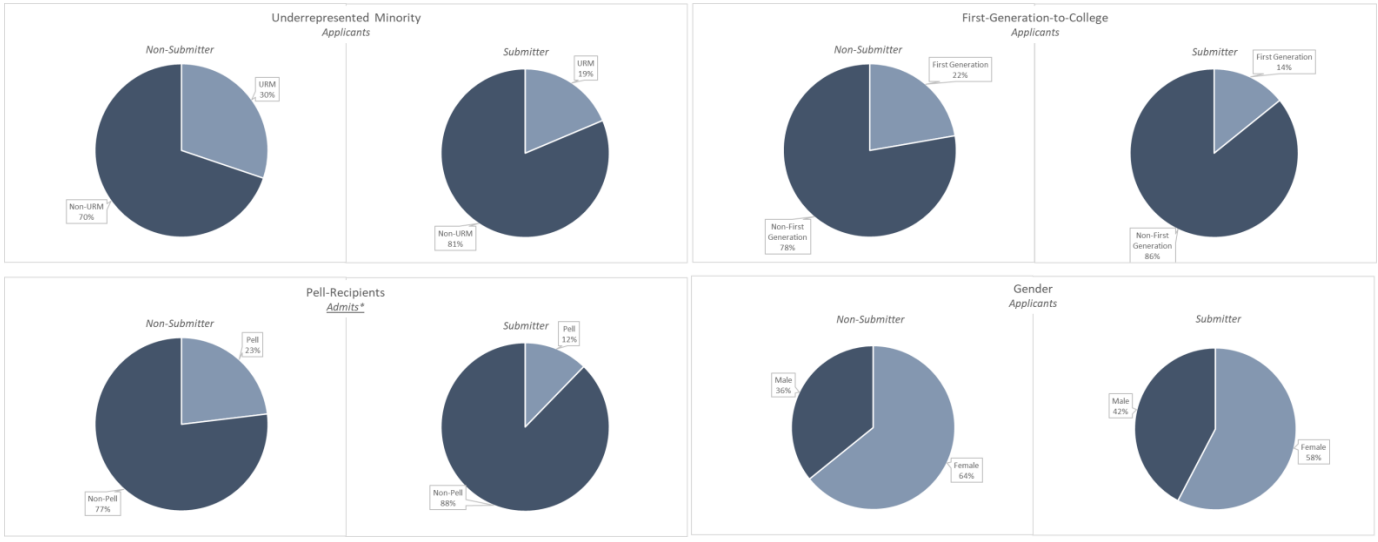
Figure 18. Policy Comparison, by Phase of the Funnel. **Pooled Student Data.** The chart represents data from the 25 public and private TOP institutions with the appropriate policies. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions
25 Institutions **|** 479,008 Records
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($70,000 M) **|** Admit Rate = 15%-80% (40% M)

Who are Non-Submitters of testing?

As in the 2014 "Defining Promise" study, underrepresented minorities, First-Generation students, women and Pell Recipients are more strongly represented among Non-Submitters*. Black/African-Americans chose to be Non-Submitters at higher rates than other racial/ethnic groups.*

When given the opportunity, who chooses to be a Non-Submitter? Based on just under 500,000 records of students applying to these 24 colleges under a test-optional policy, we found that some important subgroups of students stood out as using the policy at higher rates than other student subgroups.

As found in our prior study, "Defining Promise," the Non-Submitter student group included larger proportions of URM students, First-Generation students, and Pell Recipients than seen in the Submitter group. Similarly, women chose to be Non-Submitters at higher rates than men.



**Please note that Pell data is not available at the Applicant stage, so this proportion represents Admits.*

Figure 19. Percentage of Select Student Demographic Segments, Non-Submitter vs. Submitter Comparison. **Pooled Student Data.** Each set of charts represent data from a subset of institutions that provided reliable data. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
URM: 24 Institutions **|** 470,273 Records (of which 99,298 are URM)
First-Generation-to-College: 22 Institutions **|** 384,703 Records (of which 62,626 are First Gen)
Pell: 16 Institutions **|** 110,901 Records (of which 16,016 are Pell Admits)
Gender: 23 Institutions[9] **|** 379,605 Records (of which 224,975 are Female)
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $6,500-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (50% M)

[9] Note that two of our larger institutions did not submit gender data, bringing our count down to 23. An "other" gender category was offered, but there was very limited data to represent, with the exception of one institution where virtually all students were recorded as "other." That institution has also been excluded from this average.

The pie charts above compare the proportions of the Non-Submitters and Submitters that were members of each of the designated subgroups. The table below displays the distribution of the applicants based on racial and ethnic status. Although Whites have the largest representation among both Submitters and Non-Submitters, we can see here that Hispanic and Black students both had substantially higher proportionate representation among the Non-Submitters than among the Submitters.

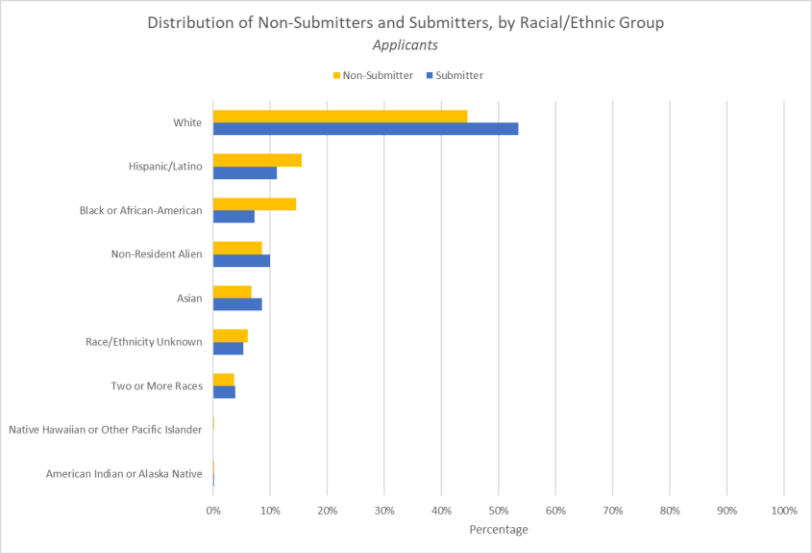


Figure 20. Distribution of Non-Submitters and Submitters by IPEDS Racial/Ethnic Student Group. **Pooled Student Data.** Twenty-four institutions provided reliable Submitter and Non-Submitter URM data.
Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions, and two with unreliable URM data.
24 Institutions **|** 470,273 Records
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $6,500-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (50% M)

As illustrated in Fig 20 above, the cadre of students choosing to apply as Non-Submitters has disproportionate representation from the Black and Hispanic groups. However, the reader should recall that it is not the case that Non-Submitters comprise a majority of any of these groups. So, for instance, while a larger proportion of the Non-Submitters are Black students, among all the Black students, 38% applied as Non-Submitters, as seen below in Fig 21.

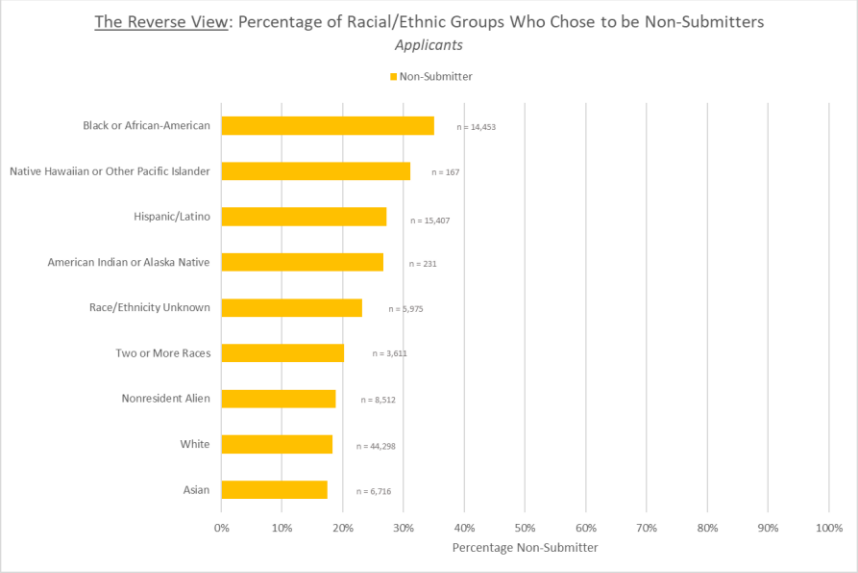


Figure 21. Percentage of Applicants Who Chose to be Non-Submitters by IPEDS Racial/Ethnic Student Groups. **Pooled Student Data.** Twenty-four institutions represented with reliable Submitter and Non-Submitter Racial/Ethnic applicant data.
Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions, and two with unreliable URM data.
24 Institutions **|** 99,370 Non-Submitter Records
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $6,500-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (50% M)

In the figure above, we were somewhat surprised to find almost 20% of non-resident aliens listed as Non-Submitters. In the early years of TOP, almost all non-resident aliens were required to submit testing, on the (perhaps flawed) assumption that institutions needed these tests as evidence of English fluency. It does appear that some international students are now being permitted to apply as Non-Submitters, perhaps from schools with English as the language of instruction, or because American international admissions officers know schools abroad far better, or perhaps some of these are undocumented students. But we are not completely confident of this Non-Submitter statistic for internationals. It may be that some students are submitting TOEFLS, IBs or other tests which are not being recorded along with SATs and ACTs in college data files.

In the chart below, note the higher proportions of students from parochial and independent schools who chose to be Non-Submitters. It is perhaps a bit counterintuitive, given the proportional preference of underrepresented minorities and first-generation students to be Non-Submitters. But recognizing the average ratios of school counselor-to-students in these three types of high schools, we might imagine that students in public schools are getting less on-point advice about how to use a TOP to their advantage. Jerome Lucido comments on this issue in his recent essay on optional testing, positing that the gaps in TOP use by high school type may reflect wildly uneven college counseling resources (Lucido, 2018).

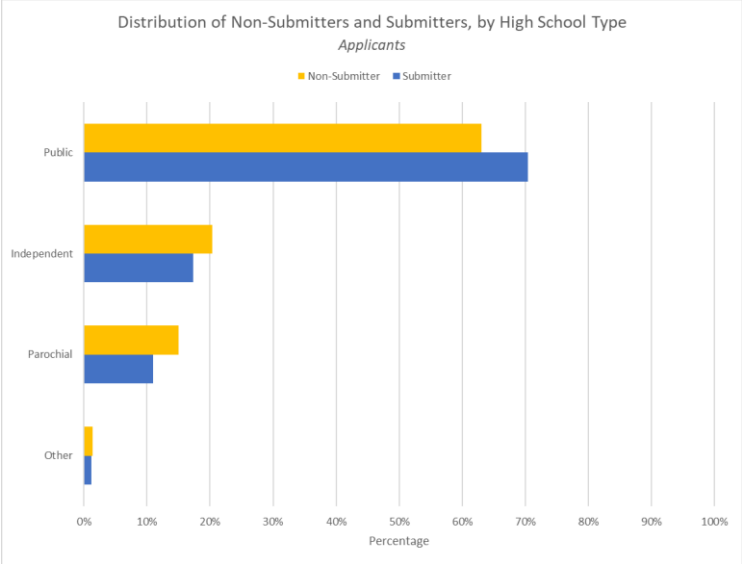


Figure 22. Distribution of Non-Submitters and Submitters by High School Type. **Pooled Student Data.** Seventeen institutions represented with reliable Submitter and Non-Submitter data on High School Type. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
17 Institutions **|** 335,904 Records
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $10,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-80% (43% M)

We are not surprised to see TOPs also being steadily used by students with excellent access to college counseling. It is a descriptive rather than judgmental comment that some Non-Submitters appear to be "accurately playing the corners" in their college applications, helped by advice from college counselors. These students largely do not have high testing in their favor, but they will have an accumulation of other attributes, starting with solid to spectacular transcripts, but often including evaluations for athletics, the arts, leadership, legacy status, geography, language or cultural backgrounds, and service commitments. In this respect, as in so many others, this policy turns out to be a helpful tool for complex and varied pools of students.

Because standardized tests often present special challenges for students with Learning Differences, both this study and the 2014 study attempted to ascertain whether LD students gravitated toward being Non-Submitters. Most of our institutions did not systematically collect this information during the application process, and even after students were enrolled, it was not systematically stored as retrievable data. We were, however, able to gather a small pool of information from nine institutions in the study.

As in "Defining Promise," we found LD students represented a higher portion of the Non-Submitters than the Submitters (7% versus 4%). However, the pool of data is limited, so can only suggest broader trends. As with other facets of TOP efforts, LD student access is a research project with potentially very high rewards, waiting to be done.

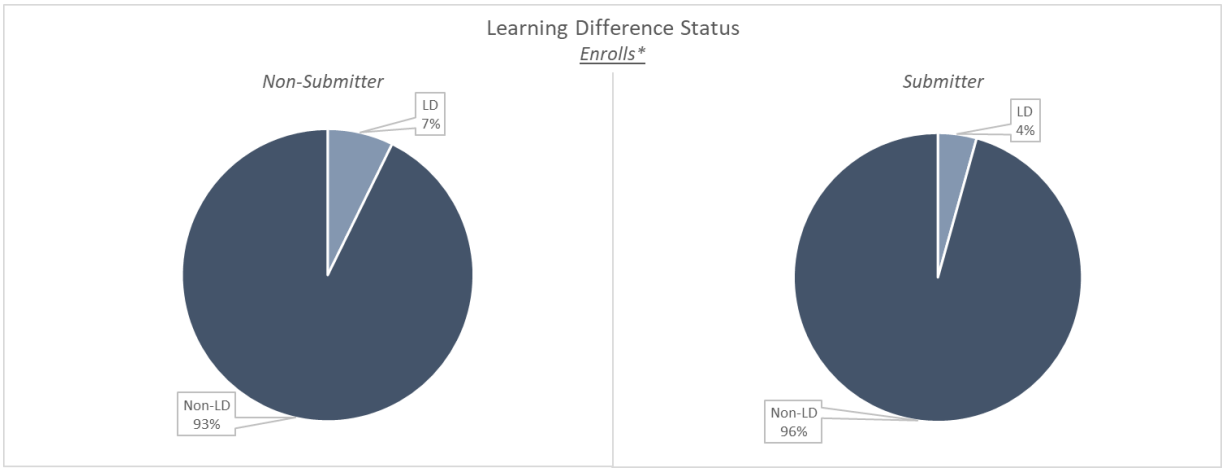


Figure 23. Percentage of Enrolled Students with Learning Differences (LD), Non-Submitter vs. Submitter Comparison. **Pooled Student Data.** Note that LD identification from institutions was provided at the enrolled student level. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
9 Institutions **|** 19,018 Records (of which 972 are LD)
Enrollment = 1,500-20,000 (2,000 M) **|** Endowment per FTE = $10,000-$800,000 ($40,000 M) **|** Admit Rate = 15%-65% (40% M)

We also noted equivalent proportions of athletes choosing to be Non-Submitters and Submitters which, in the aggregate, we suspect may be a cross-current of opposites. While Division I athletes are required by NCAA regulations to submit testing as part of their applications, a good many of the institutions in the study have teams at the D-III levels and their coaches have demonstrated a proclivity to actively encourage lower-testing athletic recruits to apply as Non-Submitters.

Similarly, we found equivalent rates of Early Decision or Early Action use among Submitters and Non-Submitters of testing, both at roughly a quarter of the applicants. So these "Early" plans seem to have equal appeal to either group.

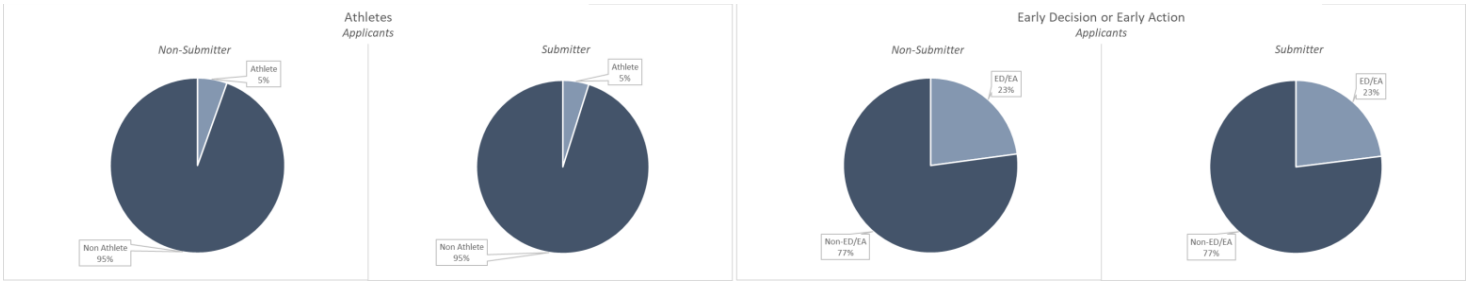


Figure 24. Percentage of Athletes and Early Decision/Early Action Applicants, Non-Submitter vs. Submitter Comparison. **Pooled Student Data.** Each set of charts represents data from a subset of institutions that provided reliable data on Athletes, and institutions that offered either an ED or EA program. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
Athlete: 16 Institutions **|** 261,047 Records
ED/EA: 22 Institutions **|** 437,318 Records
Enrollment = 1,500-10,000 (2,500 M) **|** Endowment per FTE = $10,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-80% (40% M)

An exploration of the use of TOP based on student home geography revealed a higher share of Non-Submitters in this study from the Middle Atlantic and New England states, but this may be partially explained by the distribution of TOP institutions. While our study includes institutions from 14 states, 20 of our 28 institutions are located in New England or the Mid-Atlantic. And of the 21 that provided data for this geographical comparison, 16 were in those two regions. There are higher concentrations of TOP colleges and universities on the East Coast and Non-Submitters appear to be

somewhat more likely to apply regionally than nationally. According to FairTest's admittedly inclusive listings, there are now TOP institutions in 49 states, D.C. and most US territories. As TOPs are adopted by more institutions around the country, one would expect the geographic distribution of Non-Submitters to expand.

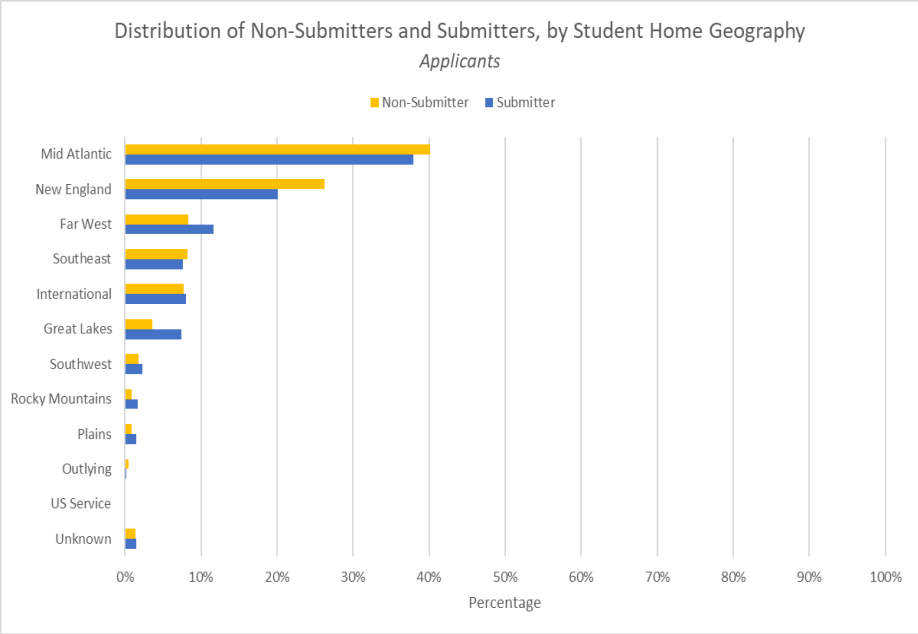


Figure 25. Distribution of Non-Submitters and Submitters by Student Home Geography. Pooled Student Data. IPEDS geography categories.
Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
21 Institutions **|** 343,621 Records
Enrollment = 1,500-10,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($70,000 M) **|** Admit Rate = 15%-90% (40% M)

How is "Expanded Diversity" represented among Non-Submitters?

Non-Submitters include higher proportions of students representing any combination of First-Generation, Pell, and URM students (i.e., each student counted only once): 42% of the enrolled Non-Submitters versus 32% of the Submitters. These results cast a new light on the attractiveness of a TOP for these underserved students and the opportunity for colleges to use this policy to attract and enroll more of them.

In recent decades, colleges and universities have put a great deal of effort into increasing the diversity of their campus communities. Correctly cited are ethical considerations to have colleges and universities serve social needs and offer access to underserved populations.

There are a multitude of characteristics currently identified in discussions of the "diversity" of a student population, and most center around the educational and developmental values associated with differences in perspective that result from differences in life experience. There is increasing concern and discussion about whether the use of standardized tests (specifically SAT and ACT) unnecessarily limits the admission of otherwise well-qualified students and tends to replicate the status quo in social class and opportunity in our American society.

> *…test scores appear to calcify differences based on class, race/ethnicity, and parental educational attainment. To come to some resolution, the Commission agrees that without confusing correlation with causation, admission offices must remain aware that test score differences persist among already under-served populations. Part of the public mission of colleges and universities is to ensure that differences that are not attributable to a student's ability to succeed academically at an institution are mitigated in the admission process. (NACAC Commission on the Use of Standardized Tests in Undergraduate Admission, 2008)*

We highlight three identifiable populations that have traditionally been under-represented in American higher education: First-Generation College Bound, students from lower SES backgrounds (using Pell Grant recipients as an easily-identifiable proxy), and students from racial and ethnic groups that have traditionally been underrepresented in college populations (URM). Often these are discussed as three distinct populations, failing to account for the overlap or intersectionality of the three. Thus, we offer the construct of "Expanded Diversity" in which we have included any student identified with any of these three groups.

Although we had a limited pool of seven institutions that were able to provide comprehensive data on URM, Pell recipients, and First-Generation students at the admit stage as well as at the enrolled stage, we offer the charts below to provide a visual representation of the richly more diverse opportunity presented by the pools of Non-Submitters admitted by these seven TOP institutions.

The first pie chart compares the Non-Submitters and Submitters that were offered admission by these seven institutions, and the second illustrates the students who actually enrolled from the same cohorts. In the admitted and the enrolled populations, just under **40% of Non-Submitters identify with one or a combination of these categories**, as compared to roughly **a quarter of Submitters**.

While we've already shown that each of the three subgroups (URM, First Gen, and Pell recipients) are more strongly represented among Non-Submitters, we draw your attention here to the sizable difference in representation of those students who are representatives of a **combination of all three** of those groups -- 9% of the enrolled Non-Submitters versus 3% of the enrolled Submitters. This serves to emphasize the attractiveness of a TOP for these underserved students and the opportunity for colleges to use this policy to attract and enroll more of them.

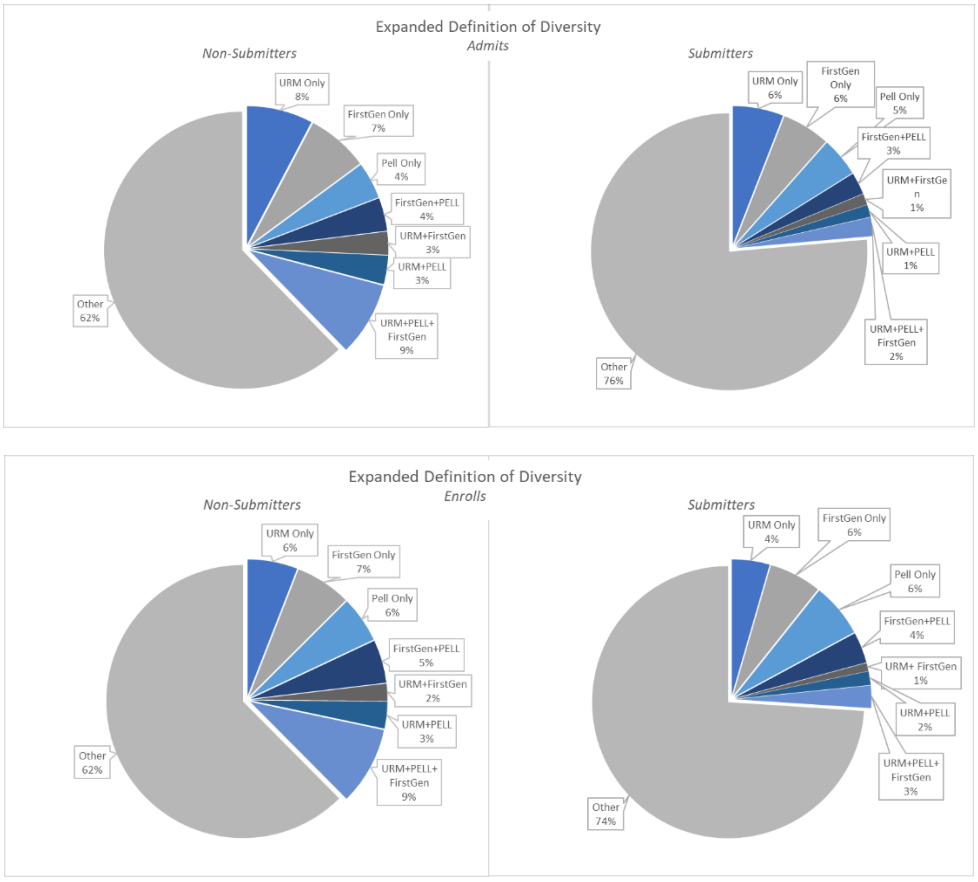


Figure 26. Defining Diversity Percentages at the Admit and Enroll Stages, Non-Submitter vs. Submitter Comparison. Pooled Student Data.
Enrolled students at the 7 public and private institutions that submitted reliable URM, First-Generation to College, and Pell-Recipients. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
Admits: 7 institutions **|** 39,047 Records (of which 10,262 are "Expanded Diversity" Records)
Enrolls 7 institutions **|** 9,755 Records (of which 2,788 are "Expanded Diversity" Records)
Enrollment = 2,000-4,000 (2,500 M) **|** Endowment per FTE = $60,000-$500,000 ($150,000 M) **|** Admit Rate = 20%-70% (40% M)

Although only seven institutions provided all of the requisite data at the admit stage, there were 21 institutions in our study that provided reliable data on all three of these groups at the enrolled stage, so we've included the additional 14 institutions in the following representation. In this larger pool of enrolled students, 42% of Non-Submitters identify with one or a combination of these categories, as compared to about a third (32%) of Submitters.

And, though not represented in this chart, the differences between are even more pronounced at the individual institutional level. There, we see that Non-Submitters hold higher proportions of *total* Expanded Diversity, with the median institution at 43% for Non-Submitters vs 27% for Submitters. We also see that Non-Submitters comprise larger proportions of students who identify with more than one underrepresented group.[10] Amongst these institutions, the median is 19% for Non-Submitters vs 9% for Submitters.

[10] Combined total proportion of students who identify as URM+FirstGen, URM+Pell, FirstGen+Pell and URM+FirstGen+Pell

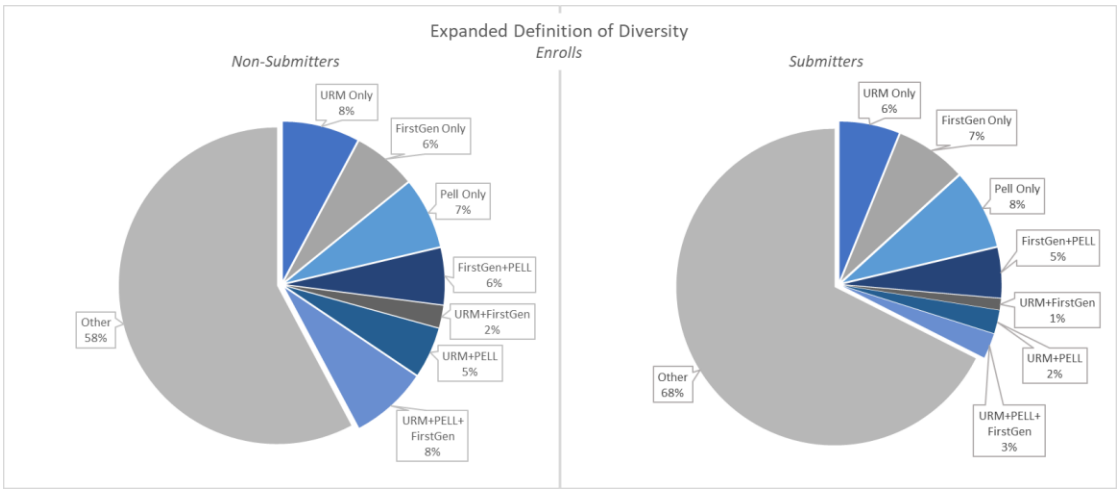


Figure 27. Expanded Diversity Enroll Percentages, Non-Submitter vs. Submitter Comparison. Pooled Student Data. Enrolled students at the 21 public and private institutions that submitted reliable URM, First-Generation to College, and Pell-Recipients. Exclusions: Two institutions with Academic Threshold policies, one that did not have Non-Submitter proportions.
21 institutions **|** 36,034 Records (of which 12,579 are "Expanded Diversity")
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $7,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (40% M)

ACADEMIC OUTCOMES

Does adopting a Test-Optional Policy lower the academic quality of the enrolled student body?

In a word, no. Applicant average High school grades and SAT scores increased from pre-policy to post-policy at all but one of our institutions.

We sought to answer this question by comparing the average high school GPA and SAT scores from "pre" and the "post" policy years. While we could identify no reasonable way to compare these characteristics for TRP Peer institutions, and, in the context of rising grade inflation, we cannot confidently attribute these increases to the adoption of a TOP, we thought it worth sharing the experience of these 13 TOP institutions (those with cohorts from immediately preceding and following adoption of a TOP). While these institutions experienced only modest gains, all but one of the institutions experienced an increase in the average HSGPA of their applicants and again all but one saw an increase in their average SAT scores (though presumably the latter may be the result of some of the applicants with lower SAT scores choosing to apply as Non-Submitters).

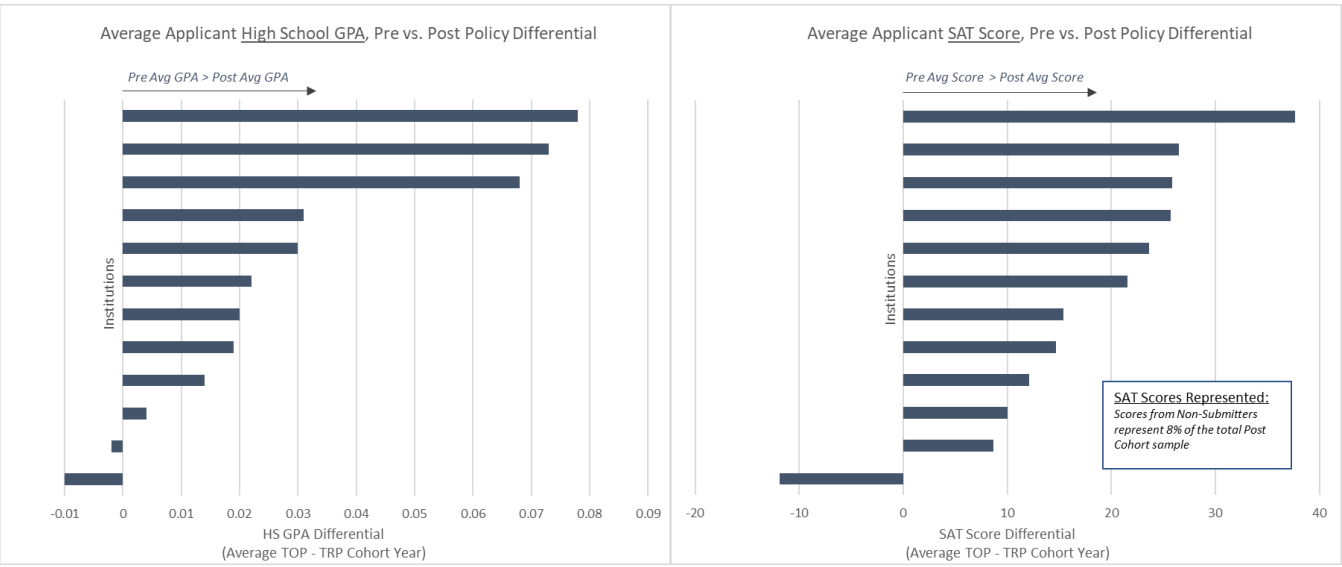


Figure 28. Average Applicant High School GPA and SAT Score Differentials: Pre-Policy vs. Post-Policy. The institutions represented include thirteen public and private TOP institutions in the study that provided reliable HSGPA and test scores for cohorts immediately preceding and immediately following their adoption of a TOP.
Exclusions: Two institutions with Academic Threshold policies and four early adopters.
13 Institutions **|** HS GPA = 536,011 Records **|** SAT = 560,016 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$250,000 ($60,000 M) **|** Admit Rate = 20%-80% (50% M)

How do Non-Submitters and Submitters compare academically at each stage of the funnel?

In comparison with Submitters, the Non-Submitters showed slightly lower high school grades (-0.12), academic ratings, and college first year GPAs (-0.17). And, the Non-Submitters for whom we had scores had a significantly lower SAT average score. Once enrolled, Non-Submitters were less likely to designate a STEM major than Submitters.

With academic data pooled from virtually all of our participating institutions, the table below illustrates that the Non-Submitters had HSGPAs that were marginally lower at all three stages (applicant -0.12, admit -0.09, enroll -0.05) and, for those with SAT scores (26%, 31%, 35%, respectively, of Non-Submitters), they were lower than the Submitters by just under 200 points (185, 192, and 168 respectively). The only college statistic available at all 25 of these institutions was the FYGPA and here we see that the Non-Submitters lagged behind the Submitters by 0.17, consistent with the difference in their HSGPAs.

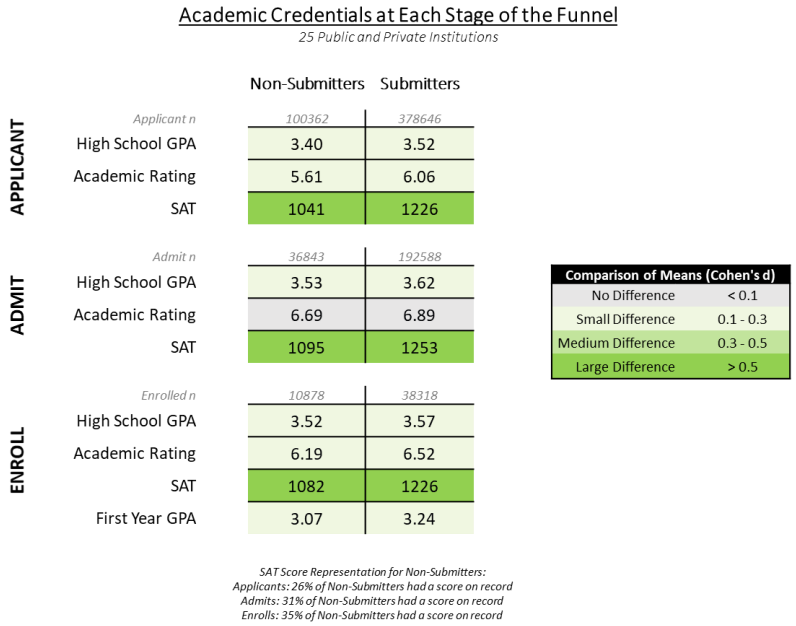


Figure 29. Academic Profile of Non-Submitters vs. Submitters at Each Stage of the Funnel. Pooled Student Data.
Academic Rating: 20 of the 25 institutions in this analysis submitted Academic Ratings. They each submitted their own scales, but for comparison purposes we converted all to a 10-point scale, where 10 is the highest rating.
Exclusions: Two with Academic Threshold policies and one that did not have Non-Submitter proportions.
25 Institutions | 479,008 Records
Enrollment = 1,500-20,000 (2,500 M) | Endowment per FTE = $6,000-$800,000 ($70,000 M) | Admit Rate = 15%-90% (40% M)

> *"From faculty anecdotal feedback, this may be the best class we have seen, in terms of student curiosity, involvement, etc. The Admissions staff is pleased by the access and inclusion we see in the class."*
>
> *Dean from small private university*

Next, we considered differences between Non-Submitters and Submitters in choice of majors. Consistent with earlier studies, Non-Submitters were more likely than Submitters to declare majors in: Humanities and Liberal Arts, Social Science, and Psychology and Social Work. And Submitters were more likely than Non-Submitters to select Business, Biology and Life Science, Computers and Mathematics, and Education.

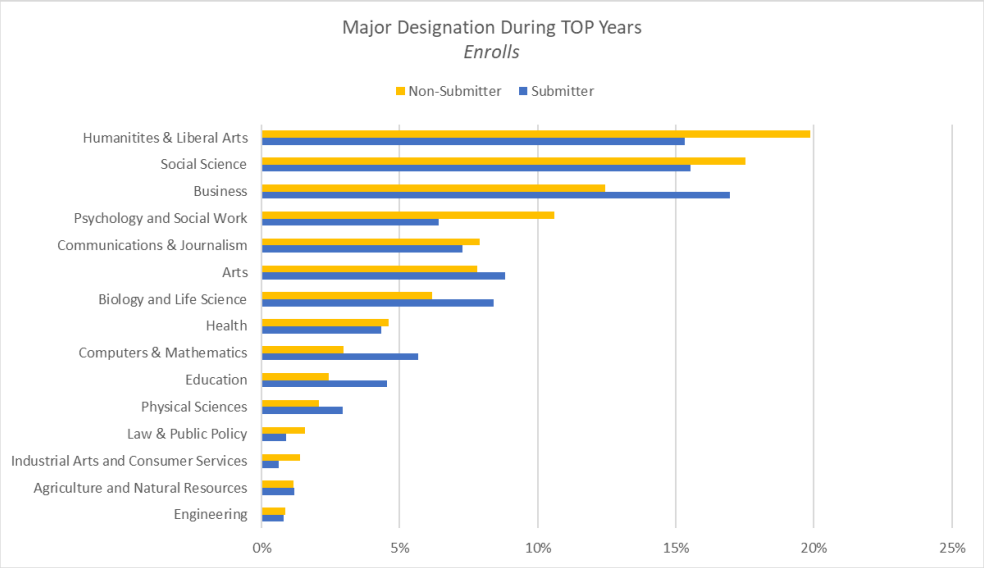


Figure 30. Academic Outcomes: Major Designation. Pooled Student Data. Enrolled students at 20 public and private institutions with at least two years of a TOP policy in place in order to have declared majors (CIP codes 2010). CIP codes were converted to major categories designated by the Center for Education and the Workforce, Georgetown.
Exclusions: Two with Academic Threshold policies and one that did not have Non-Submitter proportions.
20 institutions **|** 31,692 Records
Enrollment = 1,500-10,000 (2,500 M) **|** Endowment per FTE = $6,000-$800,000 ($60,000 M) **|** Admit Rate = 15%-90% (43% M)

The chart above illustrates that Submitters were more likely to have chosen STEM disciplines than Non-Submitters, 23% vs 18%, respectively. So, are Non-Submitters selecting higher-grading disciplines, thereby lifting the overall average GPA for the group?

To answer this question, we identified STEM majors and Non-STEM majors to assess the impact on the Cumulative GPAs of Submitters and Non-Submitters. The chart below, indicates that for this group of 31,000 students there is not a dramatic difference between the GPAs achieved by those majoring in STEM fields versus those in non-STEM fields. So, for this sample, the choice of major does not appear to have had a significant influence on the Cumulative GPAs of either group.

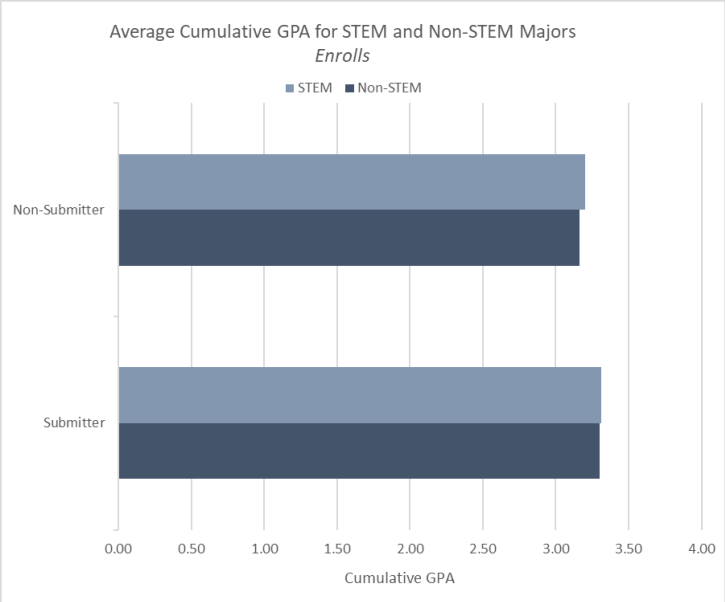


Figure 31. Average Cumulative GPA of STEM Majors and Non-STEM Majors, Non-Submitter vs. Submitter Comparison. Pooled Student Data.
Enrolled students at **20** public and private institutions with at least two years of a TOP policy in place in order to have declared majors (CIP codes 2010). STEM majors were identified using Department of Education's Classification of Instructional Programs[11]
Exclusions: Academic Threshold, Institutions with very recent TOP Policies
20 institutions **|** 31,692 Records
Enrollment = 1,500-10,000 (2,500 M) **|** Endowment per FTE = $6,000-$800,000 ($60,000 M) **|** Admit Rate = 15%-90% (43% M)

How do the academic outcomes compare with those of "Defining Promise"?

In short, Non-Submitters performed quite well in both studies. While their college First Year GPAs and Cumulative GPAs were marginally lower than Submitters, both this study and the 2014 study confirmed they graduated at rates equivalent to or slightly above Submitters.

Reflected below are parallel data points from the 2014 "Defining Promise" study, which included only enrolled students. To allow us to better compare the outcomes in the two studies, we included only the 13 institutions from "Defining Access" that provided 4- **and** 5-year graduation rates. Because this chart includes only about half of the institutions from Fig 31 above, for reference, we have included the applicant pool data for these students. The HSGPAs are slightly higher for this group than the larger group above (0.13 for Non-Submitters and 0.09 for Submitters), as are the SATs.

A major finding of the earlier study was that were no significant differences in the First Year GPA, Cumulative GPA or graduation rates between Submitters and Non-Submitters. We analyzed the 2018 data in the same manner and found that the results were strikingly similar.

[11] STEM has been defined as the Department of Education's Classification of Instructional Programs taxonomy within the two-digit CIP series containing engineering, biological sciences, mathematics, and physical sciences, or a related field. These fields represent research, innovation, or development of new technologies using engineering, mathematics, computer science, or natural sciences (including physical, biological, and agricultural sciences).

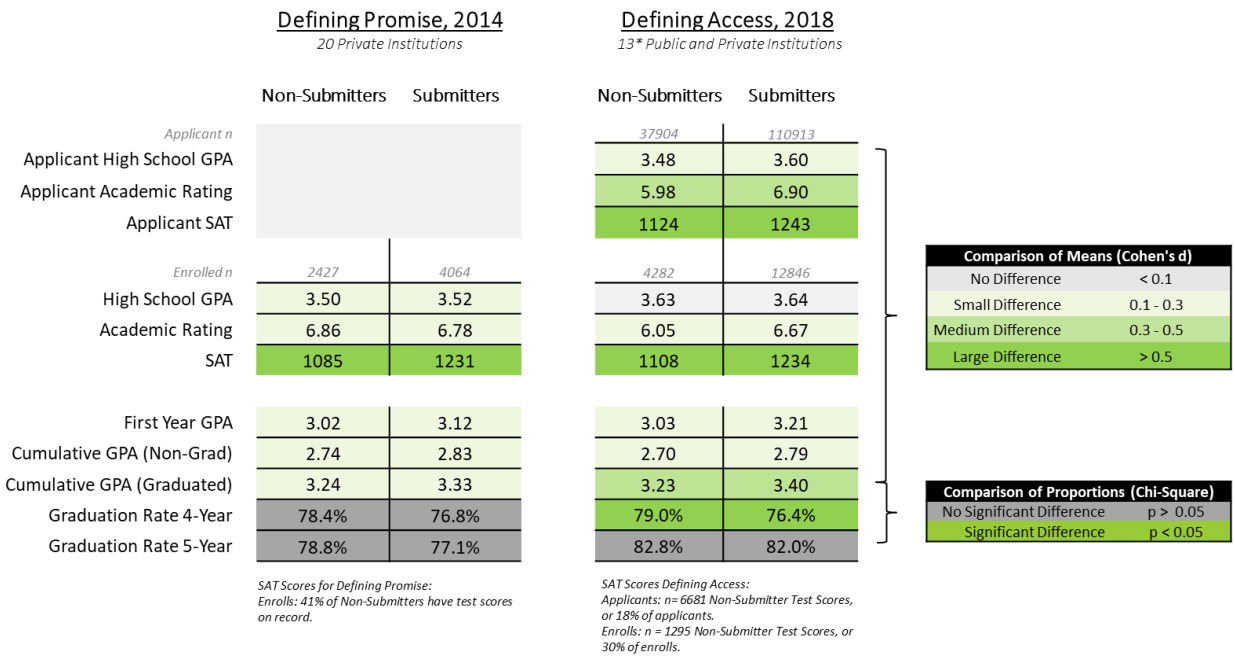


Figure 32. Two Study Comparison[12]: Academic Profile of Non-Submitters vs. Submitters. Pooled Student Data.
Defining Promise: 20 private institutions (no minority serving or arts institutions represented) that submitted 4-**and** 5-year graduation rates (students entering cohort 2008 for 4-year; students entering 2007 for 5-year)[13]
Defining Access: 13 (*12 private and 1 public) institutions that submitted 4-and 5-year graduation rates (cohorts entering 2012 for 4-year **and** 2011 for 5-year). Exclusions from both studies: Academic Threshold policies
Academic Rating: All institutions submitted their respective scales, but for comparison purposes we converted all to a 10 point scale, where 10 is the highest rating.
Enrollment = 1,500-5,000 (2,000 M) **|** Endowment per FTE = $6,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (40% M)

The HSGPAs were equivalent between Submitters and Non-Submitters, but there was a significant difference in the SAT scores.[14] The Non-Submitter average was lower by 146 points in the 2014 study and 126 points in the current study.

In college, the Non-Submitters started their college careers with FYGPAs that were lower than Submitters by 0.10 to 0.18, a GPA pattern that persisted through to graduation. In both studies, both Non-Submitters and Submitters that graduated earned college Cumulative GPAs over 3.20, and those that did not graduate (from that institution) posted Cumulative GPAs in the 2.7-2.8 range. But in spite of having slightly lower GPAs, both studies found Non-Submitters graduating at marginally higher rates than Submitters.

Because the above data is pooled data from the included colleges, we also examined the comparative Submitter and Non-Submitter graduation rates *at the institution level*. While the bulk of the colleges reported the same result as the pooled averages above—little difference between Submitter and Non-Submitter graduation rates—there were four private institutions that experienced significantly lower rates among Non-Submitters. It is important to note that two of these four were identified earlier in the report as having also experienced lower application growth, lower URM

[12] Six institutions in this subset participated in both studies. However, there is ***no cohort overlap***. Each study represents a different set of students.
[13] Please note that based on the way the data was submitted, the 4 year and the 5 year graduation rates reflect two separate cohorts of students from the same set of institutions.
[14] The scores for enrolled Non-Submitters represent only 41% and 30% of the Non-Submitters, respectively, though it can be argued that it is unlikely that Non-Submitters with higher scores would disproportionately choose not to share them. As more institutions have become comfortable with TOP, fewer of them seem to feel compelled to collect test scores from matriculating students to allow them to conduct research – hence the lower proportion of test scores available for Non-Submitters in 2018.

enrollment growth, and lower Pell enrollment growth compared to their matched TRP Peers. Looking back into the institutional analyses and interview notes done for each institution in our study, we found some common patterns at these schools:

- Very high levels of self-help in financial aid packages for High-Need students.
- Variability in graduation rates from one cohort to the next, with one of the two cohort years showing disparately poor graduation rates for Non-Submitters.
- Larger than average gaps in HSGPA (.3) between Non-Submitters and Submitters.

In the chart below we've isolated the graduation rates of students who were identified as part of the Expanded Diversity group (URM, First Gen, and/or Pell). Here we note that Non-Submitters graduated at a rate 6%-7% higher than Submitters. The students represented in the "Other" category show more equivalence between Submitters and Non-Submitters.

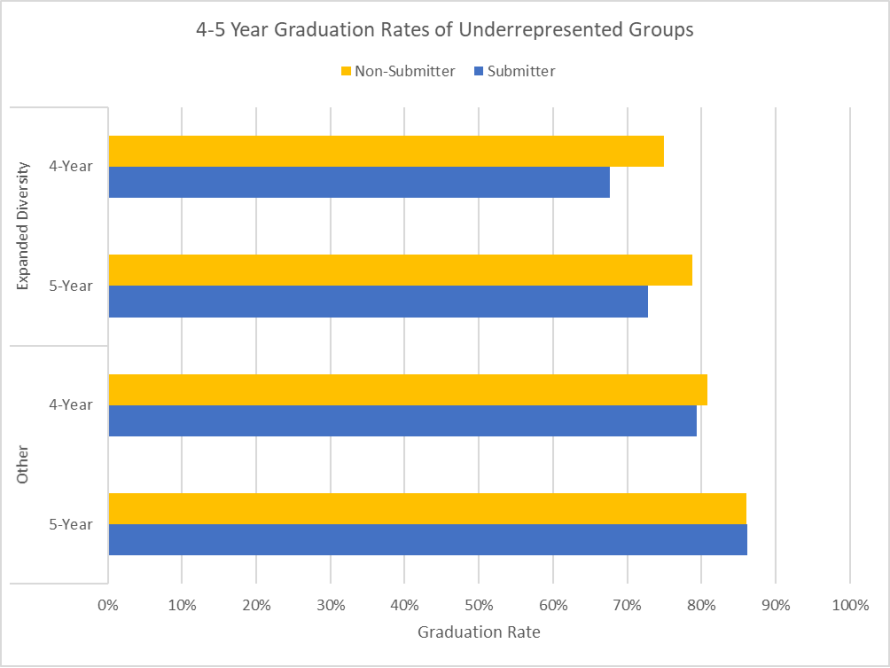


Figure 33. Four to Five Year Graduation Rates, Expanded Diversity: Non-Submitter vs. Submitter Comparison. Pooled Student Data. Enrolled students at public and private institutions with mature TOP policies, as to have 4 **or** 5 year graduation rates, and reliable data on each underrepresented group.
13 Institutions **|** Expanded Diversity: 3814 Records **|** Other: 8696 Records
Enrollment = 1,500-7,000 (2,000 M) **|** Endowment per FTE = $6,000-$800,000 ($125,000 M) **|** Admit Rate = 15%-90% (43% M)

Under TOP, how well did the High School GPA correlate with college success?

High school GPA had a strong positive linear correlation with college cumulative GPA, and it had a stronger relationship with both GPA and graduation rate than the SAT/ACT score. The test scores showed stronger correlation with Submitter outcomes than Non-Submitter outcomes. They also had very strong correlation with EFC.

We pitted the available admission academic markers—high school GPA and SAT scores—against our college success markers, college GPAs and graduation rates. The scatterplots below have been constructed to illustrate these

relationships side by side, using averaged percentiles[15] of student records containing both sets of data points. To be clear, charts with SAT scores include all the students for whom we have a test score, but while the chart accurately portrays the information for the two groups, the Non-Submitter group represents only about a third of all the Non-Submitters. We therefore offer these comparisons not as definitive but simply observational.

Intuition would suggest that those Non-Submitters with higher scores would be more likely to share them than those with lower scores, but there is no way to validate that hypothesis. At the eight institutions in the study that submitted test scores for more than 50% of Non-Submitters, however, we found the patterns to be identical.

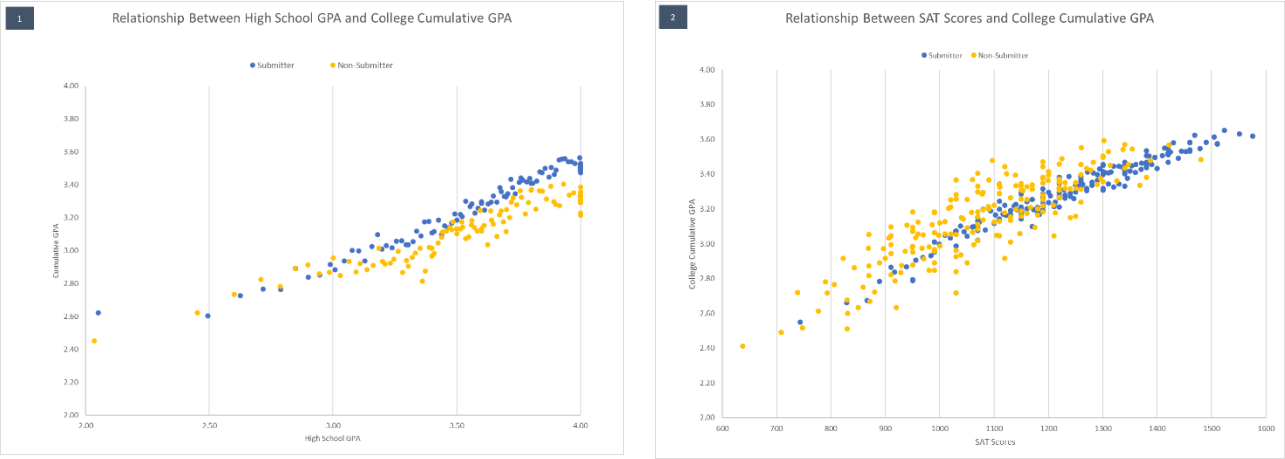


Figure 34. Relationships Between HSGPA, SAT and *Cumulative GPA* Under TOP Cohort Years, Submitter vs. Non-Submitter Comparisons.
1. HSGPA vs. CumGPA - Enrolled students at 20 public and private institutions. 41,320 Records
2. SAT vs. CumGPA - Enrolled students at 20 public and private institutions. 36,378 Records

Exclusions: Academic Threshold policies and very recent policy adopters.
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($50,000 M) **|** Admit Rate = 15%-80% (43% M)

In Fig 34, Chart 1, there is a positive linear relationship between HSGPA and college Cum GPA, with a clear visual pattern of Submitters having modestly higher college Cum GPAs than their Non-Submitter classmates who had similar HSGPAs. This difference averages out to approximately the 0.17 of a GPA point that we cited earlier in this study, the difference between 3.23 and 3.40.

In the SAT to Cum GPA comparison (Chart 2), the relationship is also positive and linear. However, Non-Submitter score averages ranged lower than Submitters and were more scattered in their college GPAs at any given test score, and were more likely to have achieved higher college GPAs than Submitters with the same test scores. When making any interpretations of this particular chart, the reader must remember that the test scores here represent only 33% of the Non-Submitters.

[15] The points in the scatterplots were calculated using Analytics software, by Rapid Insights. The points represent records that contained both academic measures. The data was calculated into percentiles, then averaged for each cluster. For example, in the case of HSGPA vs CumGPA, each Submitter point is represented by 300 data points or 3% of the data.

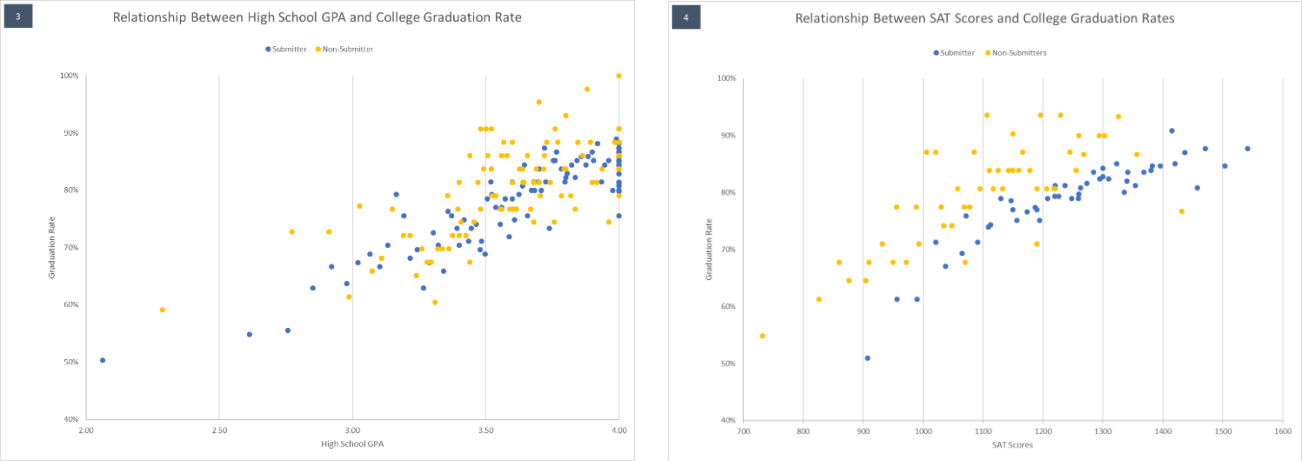


Figure 35. Relationships Between HSGPA, SAT and *Graduation Rate* Under TOP Cohort Years, Submitter vs. Non-Submitter Comparisons.
3. HSGPA vs. Grad Status – Enrolled students 17 public and private institutions with 4 or 5 year graduation rates. 17,798 Records
4. SAT vs. Grad Status – Enrolled students 17 public and private institutions with 4 or 5 year graduation rates graduation rates. 14,593 Records
Exclusions: Academic Threshold policies and recent policy adopters.
Enrollment = 1,500-7,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-80% (40% M)

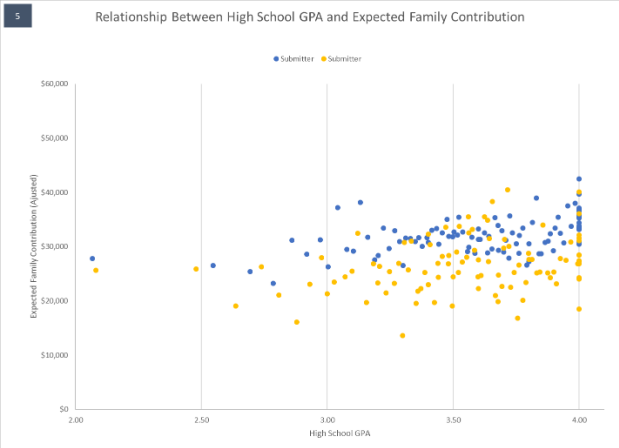
In Fig 35, Chart 3 we have plotted HSGPA against graduation rates. (N.B. All graduation rates in this study represent only same-school graduation rates.) While the relationship is not as strong as in Fig 34, Chart 1, as would be expected there is a general upward trend correlating higher high school grades with higher college graduation rates. Chart 4, plotting SAT scores against graduation rates, reveals a modestly different pattern. Submitters show a tighter, more linear correlation between SAT scores and graduation rates, but a majority of the Non-Submitters graduated at higher rates than Submitters with comparable SAT scores. Note that the number of Non-Submitter test scores is less than 1,600, so this is a small sample size, and represents only about 31% of the Non-Submitters at these institutions. Also note that virtually none of the Non-Submitters have scores in the highest ranges.

Chart 5 and 6 below in Fig 36 are somewhat limited because they include only students who applied for financial aid, and thereby miss the upper portions of the income ladder. Nonetheless, Chart 5 illustrates the ***lack of*** relationship between high school grades and EFC. But the chart reveals what all of the data to date has shown: that Non-Submitters will tend to be from lower-income families, but many of them have fine high school records.

Chart 6 is in stark contrast. We see a strong correlation between SAT scores and family affluence (in this case using EFC as a proxy for other family financial data). The relationship with Non-Submitter scores is mildly more diffuse, which actually aligns well with these students' sense that the test scores do not represent them well[16].

Also note that the EFC ranges appear different between the two charts. This is due to the relative strength of correlation between GPA and EFC versus SAT and EFC. Each data point on the chart represents a cluster of students. In chart 5, any clustering has students with both high and low EFCs causing their means to trend toward the middle of the overall range (i.e., for any particular GPA, there are students with a wide range of EFCs). The opposite effect can be seen in chart 6, where the correlation is much stronger and upper end of the averages remain high representing a lack of lower EFC students achieving those higher SAT scores.

[16] Remember that the SAT and EFC charts represent test scores from approximately a third of the Non-Submitters, and also do not include the upper part of the income ladder, since it only captures students who filed a financial aid application.



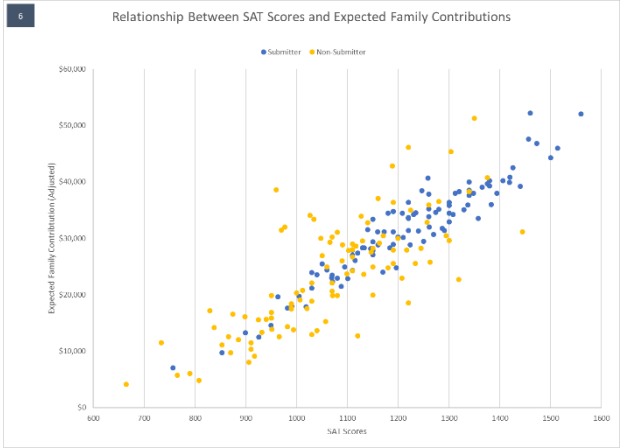
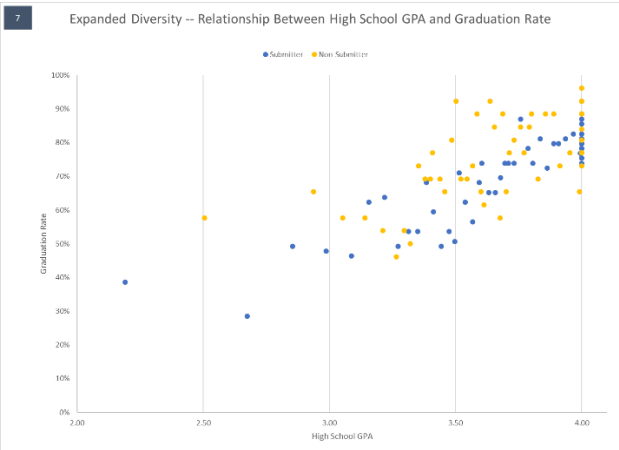


Figure 36. Relationships Between High School GPA, SAT and *Expected Family Contribution* Under TOP Cohort Years, Submitter vs. Non-Submitter Comparisons.

5. HSGPA vs. EFC – Enrolled students at 20 public and private institutions with reliable HSGPA and EFC data. 25,257 Records
6. SAT vs. EFC – Enrolled students at 20 public and private institutions with reliable SAT and EFC data. 21,333 Records

Exclusions: Academic Threshold policies.
Enrollment = 1,500-20,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($70,000 M) **|** Admit Rate = 15%-90% (43% M)



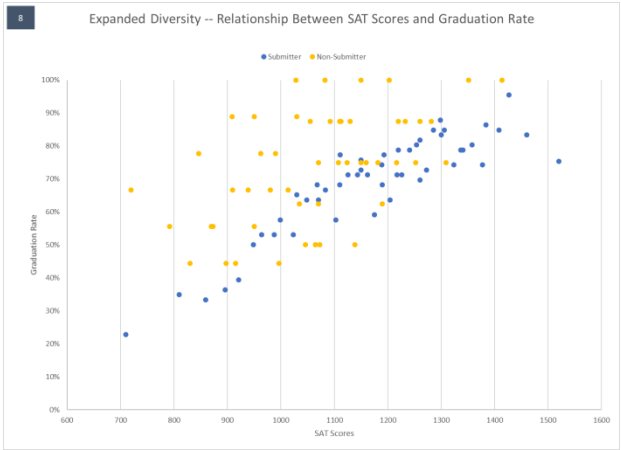


Figure 37. Focus on Expanded Diversity -- Relationships Between High School GPA, SAT and *Graduation Rate* Among this Student Group, Submitter vs. Non-Submitter Comparisons.

7. HSGPA vs. Grad Status – Enrolled students at 13 institutions with reliable expanded diversity data, and 4 or 5 year graduation rates. 4,751 Records
8. SAT vs. Grad Status – Enrolled students at 13 institutions with reliable expanded diversity data, and 4 or 5 year graduation rates. 3,719 Records

Exclusions: Academic Threshold policies.
Enrollment = 1,500-7,000 (2,500 M) **|** Endowment per FTE = $5,000-$800,000 ($130,000 M) **|** Admit Rate = 15%-90% (43% M)

In Fig 37, charts 7 and 8, we have again used our construct of "Expanded Diversity" to explore, for this set of students, the correlations between graduation rates and either HSGPA or SAT scores. In Chart 7, graphing HSGPA against graduation rate, we see more or less equivalent positive relationships for Submitters and Non-Submitters, with a marginally tighter relationship for Submitters than for Non-Submitters, and with Non-Submitters more often clustered above the Submitters in graduation rate for students with a given HSGPA.

In chart 8, graphing SATs against graduation rate, the differences are more pronounced: a positive relationship for these underrepresented student (Expanded Diversity) Submitters, but a scattershot of graduation rates for Non-Submitters, mostly on the upper portion of the graph, suggesting that they were more promising students than their SATs would have suggested. (N.B. There are only 420 Non-Submitters represented in Chart 8, so this is observational, not conclusive.)

So, at least for this limited sample of Non-Submitters, high school GPA correlated more strongly than the SAT, with success in college, in terms of both college cumulative GPA and graduation rate. The SAT, while showing solid correlations with cumulative GPA for Submitters, continues to most strongly correlate with family affluence.

THE FINANCIAL SIDE OF THE POLICY

The following section includes some of the most complex analyses in the study. Herein, in addition to comparing differences between pre- and post-adoption cohorts, Non-Submitter and Submitter groups, aspects of diversity, and graduation rates, we have introduced information about the financial need and aid awards of students. Adding another level of interpretative complexity, we were not able to ascertain whether institutions were need-blind or need-aware at any (or all) points in the data of the study. Some (particularly more selective, more affluent) institutions utilize a need-aware admission policy to carefully regulate their commitment to financial aid. This, obviously, would find expression in the admit rates (particularly of high-need students) as well as in the aid offers made to students. Thus, what follows is a representation of the data we had available, without any effort to overlay these factors into our observations.

Additionally, institutions use different protocols in the awarding of aid to international students – some create an EFC, some award aid to international students but record EFCs only for domestic students, etc. -- so for the comparisons on aid, we have excluded all students identified as non-resident aliens (international students). By doing so, we hope the observations about need-based aid will be clearer.

Do TOPs place greater financial aid demands on the institution?

Our data limits drawing conclusions, but our findings suggest yes. High need students choose to be Non-Submitters at higher rates, and Gift Aid per Capita increased pre-to-post policy adoption.

The chart below on the left compares the proportion of students with a qualified need[17] in the pre-policy and post-policy years for the 12 institutions[18] that provided data from the years immediately preceding and immediately following adoption of the policy. Among these 12 institutions, the changes in proportion of needy students were roughly evenly split, with five institutions experiencing an *increase* in the proportion of enrolled needy students, four experiencing a decrease, and three enrolling essentially the same proportion (within +/- 2%). As noted above, some of this may have been the result of need-aware admission policies.

However, the chart below on the right, shows that while the proportion of enrolled needy students did not necessarily increase with the adoption of a TOP, the average financial need[19] of the needy students did tend to increase at modest levels (corrected for inflation).

[17] The proportion of students who demonstrated a need for financial aid (Demonstrated Need > 0)

[18] Three of our institutions provided data for only post-adoption cohorts; there were several years of separation between the pre- and post-adoption cohorts for some of our other institutions; and still others were unable to provide reliable financial aid data for all their cohorts.

[19] Demonstrated Need was calculated as: Total Cost of Attendance, adjusted – EFC, adjusted.

Figure 38. Qualified Need Proportions and Demonstrated Need Differentials: Pre-Policy vs. Post-Policy. Data from the 12 private and public institutions with EFC data submitted immediately pre- and immediately post-policy adoption.
Bars in LEFT and RIGHT charts do not align to reflect same institution. Note that all financial data has been adjusted to 2016-dollar standards.
Exclusions: Early adopters and Non-Resident Aliens
12 institutions **|** 36,912 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$230,000 ($65,000 M) **|** Admit Rate = 20%-80% (53% M)

Expanding beyond the need of the enrolled students, we attempted to assess the actual financial impact on an institution by generating estimates of Gift Aid per Capita[20] for *all enrolled students*. Below we have compared the cohorts immediately preceding and following the policy adoption. We see that per capita costs rose during the TOP cohort years at all but one of these ten institutions. The smallest increase was $728 per capita, and the largest almost $4,000 per capita.

[20] Gift Aid per Capita was calculated as: Sum of Total Gift Aid-Adjusted / Total Enrollment.

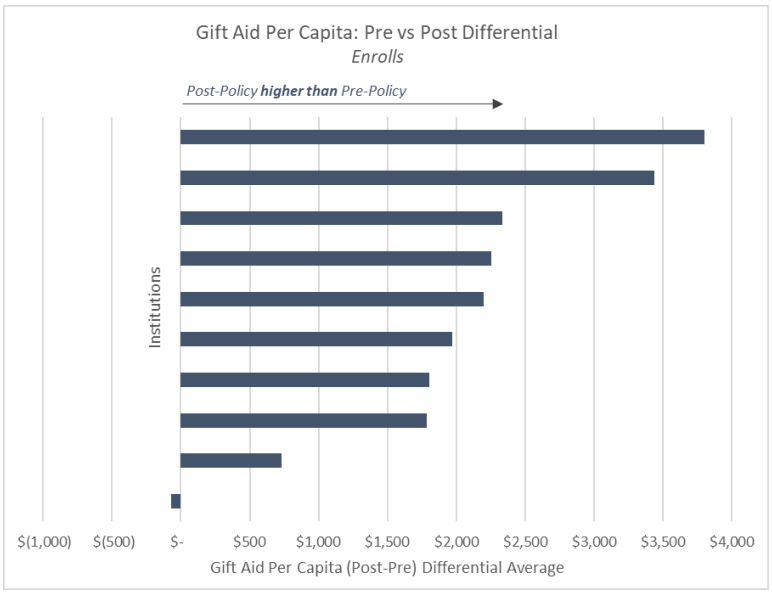


Figure 39. Gift Aid Per Capita Differential: Pre-Policy vs. Post-Policy. Data from the 10 private and public institutions with gift aid submitted immediately pre- and immediately post-policy adoption.
Exclusions: Early adopters and Non-Resident Aliens
Note that all financial data has been adjusted to 2016-dollar standards.
10 institutions | 56,564 Records
Enrollment = 2,000-20,000 (4,000 M) | Endowment per FTE = $4,000-$230,000 ($65,000 M) | Admit Rate = 20%-80% (53% M)

To what extent is this rise in investment a result of the policy? Although we cannot answer this question directly, we investigated the financial need of the incoming Non-Submitters for an indication. We divided students into the following segments to by subtracting the adjusted EFC from the Total Cost of Attendance. (A more detailed description of segments and this methodology can be found on page 75.)

High Demonstrated Need
(HNEED)
Students who need 75%-100% of Total Cost of Attendance

Moderate Demonstrated Need
(MNEED)
Students who need 25%-74% of Total Cost of Attendance

Low Demonstrated Need
(LNEED)
Students who need 2%-24% of Total Cost of Attendance

No Need
(NNEED)
Students who did not request financial aid, or needed less than 2% of Total Cost of Attendance.

Using these segments, the following Figure contrasts the pooled data for enrolled Non-Submitters and Submitters at the broader set of 21 institutions with reliable data at the enrolled stage. As might be expected, due to the attractiveness of the test-optional policy to lower SES students, the Non-Submitters had a higher proportion of High-Need students than Submitters (36% vs. 28%). However, on the other end of the financial spectrum, both Non-Submitters and Submitters had substantial proportions (34% and 38%) of No-Need students.

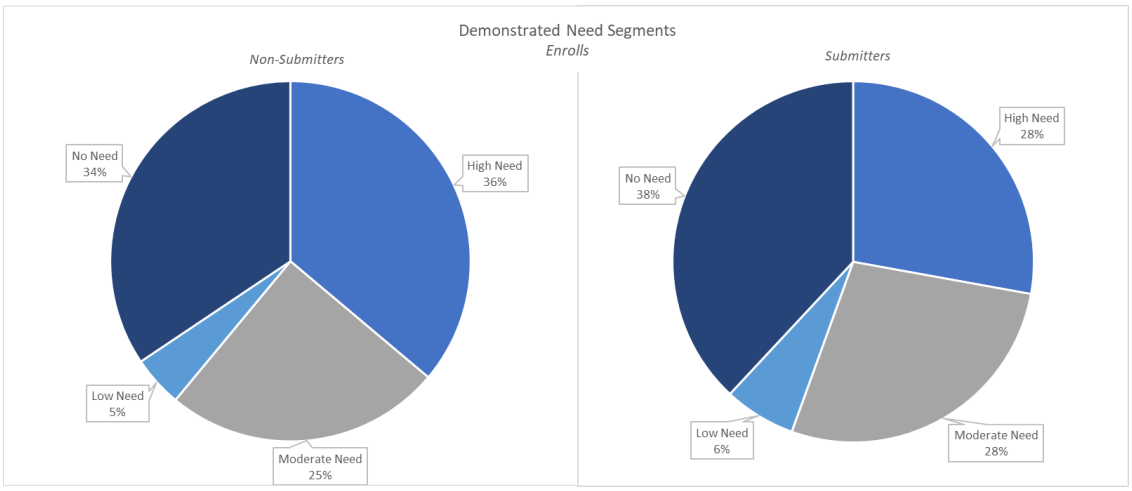


Figure 40. Demonstrated Need Segment Proportion Profiles: Non-Submitter vs. Submitter Comparison. Data from 21 private and public institutions with reliable financial aid data at the enroll stage of the funnel. Pooled Student Data.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
21 institutions **|** 34,305 Records
Enrollment = 1,500-20,000 (2,400 M) **|** Endowment per FTE = $6,000-$800,000 ($52,000 M) **|** Admit Rate = 15%-90% (43% M)

The next chart provides an institution-by-institution comparison of the difference between the demonstrated need of the needy Submitters and Non-Submitters enrolling at the same 21 institutions. At every one of these institutions, the enrolled needy Non-Submitters had a higher average demonstrated need than the needy Submitters, with the median differential being approximately $4,000.

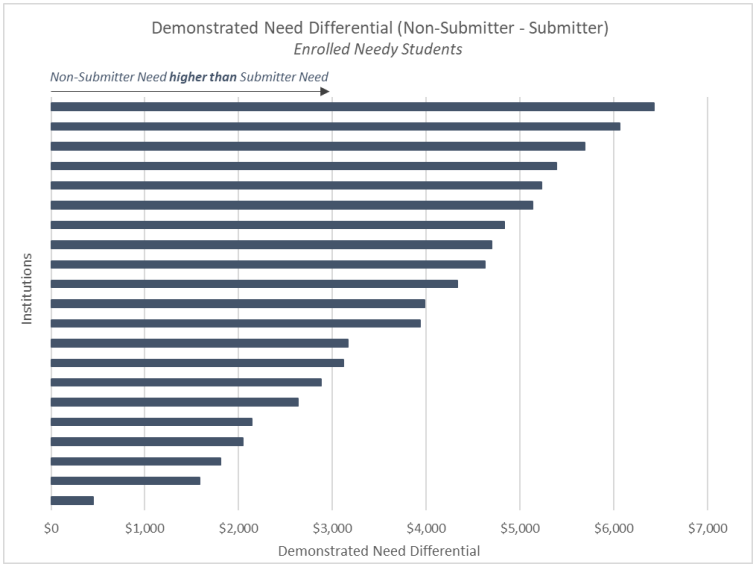


Figure 41. Average Enrolled Student Demonstrated Need Differential: Non-Submitter vs. Submitter. Private and public institutions with reliable EFC data on enrolled students with a qualified need.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
21 institutions **|** 21,564 Records
Enrollment = 1,500-20,000 (2,400 M) **|** Endowment per FTE = $6,000-$800,000 ($52,000 M) **|** Admit Rate = 15%-90% (43% M)

Do institutions aid Non-Submitters differently than Submitters?

There were substantial differences in awarding strategies between institutions, with the majority having provided less generous (gift) aid packages to both their needy and no-need Non-Submitters than to their Submitters.

As described in detail in the Appendix on page 75, we approached this analysis by clustering student financial support in five "Need Met with Gift" Segments. Traditionally, an institution "meets need" with a combination of gift aid (grants and scholarships), student loans, and work-study. However in this study, we evaluated whether demonstrated need has been met solely with gift aid. Thus, in these clusters, many of the High-Need students (and even Moderate-Need students) will fall into our category of "Need Not Met with Gift." In some instances these students may have been "gapped," but the reader also should not conclude that students in this category didn't have their need met under the more traditional definition. It should also be noted that some institutions required test scores to be considered for scholarships which would tend to mildly skew some of these outcomes, particularly in the category of No-Need + Gift.

Using this framework, the following pair of charts uses pooled data and represents the "average" experience of a Submitter or Non-Submitter. It offers a comparison of the distributions at the admit stage and at the enrolled stage. At both stages of the funnel we see that Non-Submitters have *higher* proportions of Need-Not-Met-With-Gift-Aid (and No-Need, No-Aid), and *lower* proportions of No-Need students who received "merit" aid. The gap closes slightly between the admit and enrolled stages of the funnel.

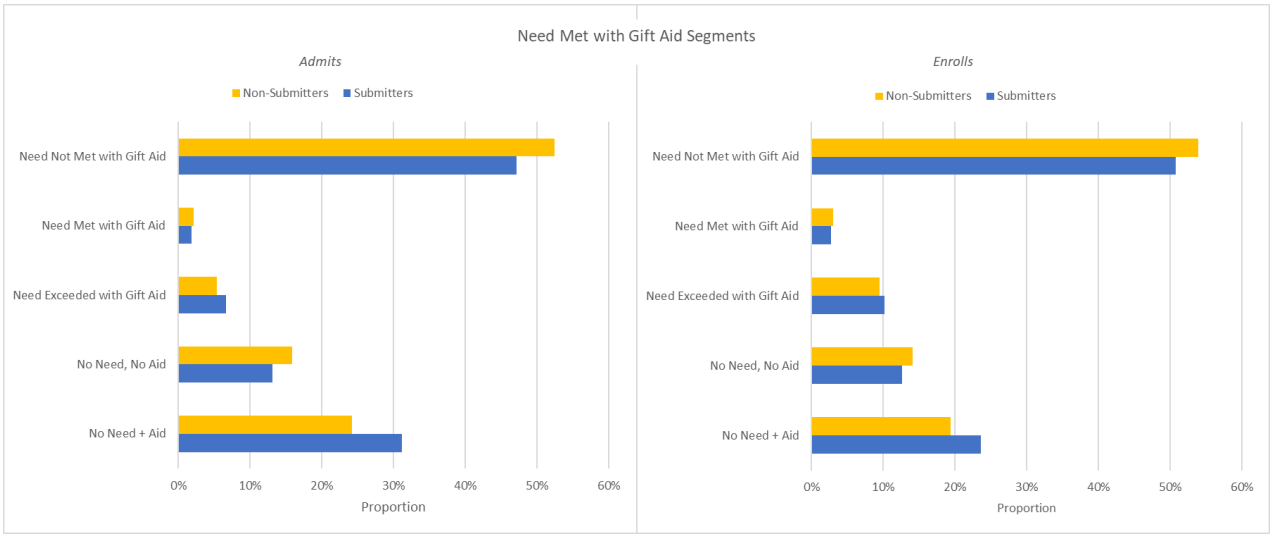


Figure 42. Need Met Segment Proportions by Phase of the Funnel and Submitter Status. Pooled Student Data. Subset of institutions selected based on availability of data at both the admit and enroll level, offering merit aid programs.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens. No public institutions provided data at the admit level.
Admits: 10 Institutions **|** 77,888 Records (59,126 Submitters and 18,762 Non-Submitters)
Enrolls: 10 Institutions **|** 14,681 Records (10,578 Submitters and 4,103 Non-Submitters)
Enrollment = 1,500-7,000 (2,400 M) **|** Endowment per FTE = $40,000-$500,000 ($63,000 M) **|** Admit Rate = 30%-70% (50% M)

These charts were limited to the ten institutions that were able to provide the data at both the admit and enrolled stage. The next chart, illustrates the same comparison solely at the enrollee stage, but includes 15 institutions. Note that the pattern is virtually identical with 5 more institutions.

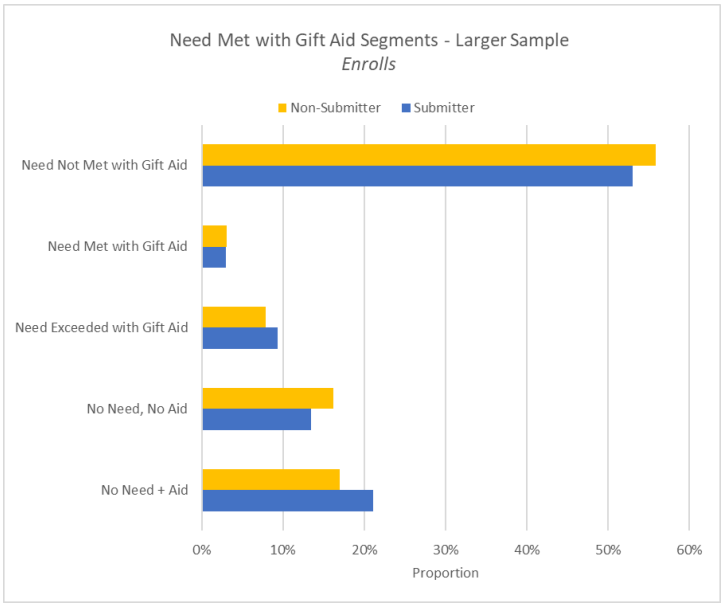


Figure 43. Need Met with Gift Aid, Enrolled Student Proportions by Submitter Status. Pooled Student Data. Private and public institutions selected based on availability of data the enroll level, offering merit aid programs.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
15 institutions **|** 25,798 Records
Enrollment = 1,500-20,000 (2,400 M) **|** Endowment per FTE = $6,000-$800,000 ($52,000 M) **|** Admit Rate = 15%-90% (43% M)

The next pair of charts (Fig 44) contrasts these same distributions for the enrolled students at a set of highly selective institutions in comparison with some less selective institutions. Note, at the less selective institutions, the larger proportion of Non-Submitters whose need was not fully met with Gift Aid, and on the other end of the spectrum, the larger proportion of No-Need Submitters that received Gift Aid. Also note on these charts that truly "full pay" students (No-Need, No Aid) that are less than 10% of the enrollees at the less selective institutions, comprise roughly 30% of the enrollees at the highly selective institutions. We do not know the policies that generate these results, but there are at least two reasonable hypotheses. First, the less selective institutions are not competitive enough to enroll many truly full-pay students, so they utilize "merit" scholarships more extensively (for both Submitters and Non-Submitters) to attract those affluent students. And second, the less selective institutions may have treated Submitters more generously Non-Submitters in the No-Need Plus Gift Aid, Need Exceeded, and Need Not Met With Gift Aid categories because they were pursuing profile-enhancing test scores in each of those cohorts, which obviously were not available for the Non-Submitters.

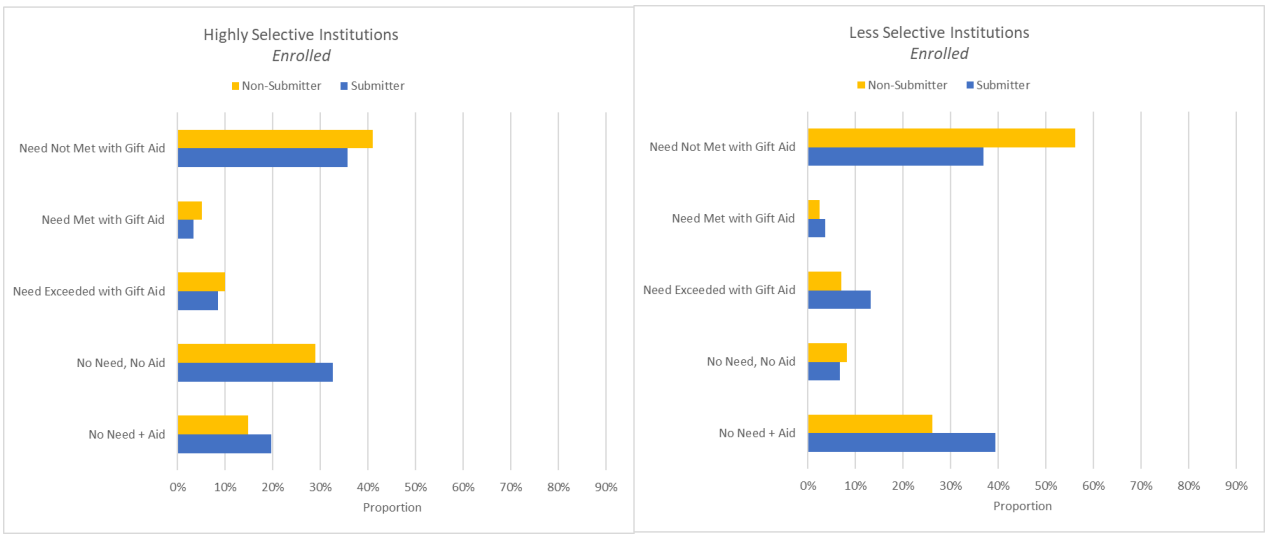


Figure 44. Need Met with Gift Aid, Enrolled Student Proportions by Submitter Status: Highly Selectivity vs. Less Selective. Pooled Student Data.
Highly Selective: Institutions with < 40% Admit Rate and reliable EFC and Gift Aid data at the Enroll level, offering merit aid programs.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
5 Institutions **|** 8,313 Records
Enrollment = 2,000-5,000 (3,000 M) **|** Endowment per FTE = $10,000-$230,000 ($180,000 M) **|** Admit Rate = 20%-40% (34% M)
Less Selective: Institutions with > 60% Admit Rate and reliable EFC and Gift Aid data at the Enroll level, offering merit aid programs.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
5 Institutions **|** 13,445 Records
Enrollment = 1,500-10,000 (4,000 M) **|** Endowment per FTE = $20,000-$60,000 ($38,000 M) **|** Admit Rate = 60%-70% (64% M)

An interesting side note is that very few of our participating institutions currently require test scores of merit scholarship candidates, whereas a number of them did in earlier years (perhaps including the cohorts for which there is data in this study). As institutions become more comfortable with their use of TOP, it may be that they feel less compelled to require test scores for merit scholarship consideration.

Are NEEDY Non-Submitters treated differently than Submitters in gift aid allocation?

There were substantial differences in awarding strategies between institutions, with the majority having provided less generous (gift) aid packages to their <u>needy</u> Non-Submitters than to their <u>needy</u> Submitters.

The chart below provides comparisons of the financial aid treatment of Submitters versus Non-Submitters. All the data are averages, so they do not account for differences that may have occurred in the awarding of high-need versus low-need students, but they do suggest that only a couple of institutions appear (on average) to have been more generous with Non-Submitters than with Submitters, while the majority of these institutions appear to have treated Submitters more favorably.

	Expected Family Contribution (EFC) *Federal or Institutional Definition*		Family Financial Contribution (FFC) *Total Cost of Attendance - Gift Aid*		DELTA			SUMMARY
Institution	Non-Submitter	Submitter	Non-Submitter	Submitter	Non-Submitter Delta *EFC-FFC*	Submitter Delta *EFC-FFC*	DIFF *NS-S*	
Private, Less Selective	$ 9,653	$ 13,652	$ 26,680	$ 23,392	$ (17,027)	$ (9,740)	$ (7,287)	>>Non-Submitters treated less favorably than Submitters
Private, Less Selective	$ 7,511	$ 13,217	$ 15,155	$ 15,852	$ (7,644)	$ (2,636)	$ (5,008)	
Private, Less Selective	$ 19,111	$ 23,737	$ 37,624	$ 37,943	$ (18,513)	$ (14,206)	$ (4,307)	
Private, More Selective	$ 16,123	$ 22,670	$ 19,089	$ 22,639	$ (2,966)	$ 31	$ (2,997)	
Private, More Selectivity	$ 19,087	$ 24,198	$ 27,810	$ 30,011	$ (8,724)	$ (5,814)	$ (2,910)	
Private, Moderately Selective	$ 15,100	$ 18,064	$ 22,463	$ 22,839	$ (7,363)	$ (4,775)	$ (2,588)	
Public, Less Selective	$ 6,825	$ 9,603	$ 21,060	$ 21,447	$ (14,235)	$ (11,844)	$ (2,391)	
Private, Less Selective	$ 7,391	$ 12,123	$ 21,238	$ 23,745	$ (13,847)	$ (11,622)	$ (2,226)	
Public, Less Selective	$ 4,323	$ 5,691	$ 16,684	$ 15,834	$ (12,361)	$ (10,143)	$ (2,219)	
Private, Less Selective	$ 17,005	$ 22,671	$ 28,946	$ 32,492	$ (11,941)	$ (9,821)	$ (2,120)	
Private, More Selective	$ 18,565	$ 19,017	$ 36,657	$ 35,580	$ (18,092)	$ (16,564)	$ (1,528)	
Private, More Selective	$ 18,544	$ 22,837	$ 27,096	$ 30,183	$ (8,552)	$ (7,346)	$ (1,206)	
Private, Moderate Selectivity	$ 17,369	$ 19,388	$ 25,447	$ 26,287	$ (8,077)	$ (6,900)	$ (1,177)	
Private, Less Selective	$ 22,487	$ 24,299	$ 39,303	$ 40,158	$ (16,816)	$ (15,859)	$ (957)	>>Equivalent treatment of Submitters and Non-Submitters
Private, Moderate Selectivity	$ 12,975	$ 18,303	$ 23,092	$ 27,966	$ (10,117)	$ (9,663)	$ (454)	
Private, More Selective	$ 15,422	$ 19,381	$ 21,313	$ 25,799	$ (5,891)	$ (6,418)	$ 527	
Private, More Selective	$ 18,719	$ 20,851	$ 19,945	$ 22,939	$ (1,225)	$ (2,088)	$ 862	
Private, More Selective	$ 21,236	$ 23,998	$ 25,607	$ 30,318	$ (4,372)	$ (6,321)	$ 1,949	>>Non-Submitters treated more favorably
Private, More Selective	$ 15,168	$ 20,574	$ 21,049	$ 28,470	$ (5,881)	$ (7,895)	$ 2,014	

Color Key	
No Difference	< 0.1
Small Difference	0.1 - 0.3
Medium Difference	0.3 - 0.5
Large Difference	> 0.5

Figure 45. Average Demonstrated Need Differential: Non-Submitter vs. Submitter. Private and public institutions with reliable EFC and Gift Aid data on enrolled students with a qualified need.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
19 institutions **|** 19,307 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$230,000 ($60,000 M) **|** Admit Rate = 20%-80% (50% M)

Are NO-NEED Non-Submitters treated differently than Submitters in gift aid allocation?

In short, yes. Potentially exacerbated by the policy at some institutions to require test scores for scholarship consideration, we found that no-need Non-Submitters were awarded gift aid at lower rates than no-need Submitters. And yet these Non-Submitters graduated at modestly higher rates than their Submitter counterparts.

Considering only the Admitted, No-Need students, the next table compares the proportions of the Non-Submitters and Submitters that received gift aid. In this chart, as in others, we use the term "merit" broadly to refer to gift aid that does not appear to have been awarded based upon financial need. As noted elsewhere, a small percentage of these students may actually have received (for instance) non-institutional grants (e.g., Pell) based upon the federal methodology, but have been deemed "no-need" based upon institutional methodology. Our data did not allow us to distinguish these differences. In the pooled data from these 10 institutions, No-Need Submitters were awarded gift aid at a higher rate (70%) than their Non-Submitter counterparts (60%). As noted above, for the cohorts included in this study, some of these institutions may have required test scores of anyone seeking consideration for a merit scholarship, and if so, it would have contributed to this disparity.

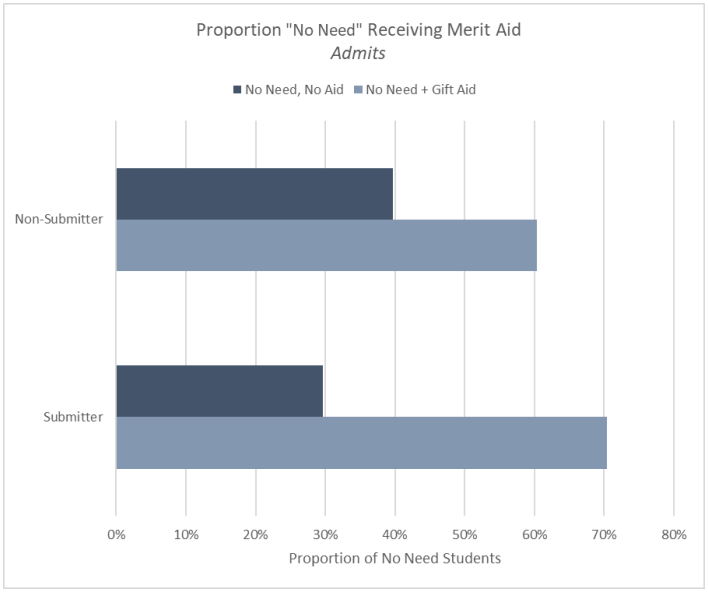


Figure 46. Focus on Admitted "No Need" Segments. Pooled Student Data. Institutions with admit level data, merit aid programs, reliable financial data. Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens. No public institutions provided data at the admit level.
10 Institutions **|** 33,718 Records (students with "No Need")
Enrollment = 1,500-7,000 (2,400 M) **|** Endowment per FTE = $40,000-$500,000 ($63,000 M) **|** Admit Rate = 30%-70% (50% M)

As with many of our comparisons, the pooled data is helpfully augmented by seeing the disaggregated data presented by individual institutions. For the same data as in Fig 46 above, the chart below illustrates the difference, at the institution level, between the proportions of No-Need Non-Submitters and Submitters who received non-need-based grants or scholarships, with each bar representing a separate institution. One institution appears to have treated No Need Non-Submitters more favorably, but the bulk of the institutions appear to have favored Submitters when granting grants and scholarships to Non-Need students. Virtually the same pattern is replicated within the enrolled students.

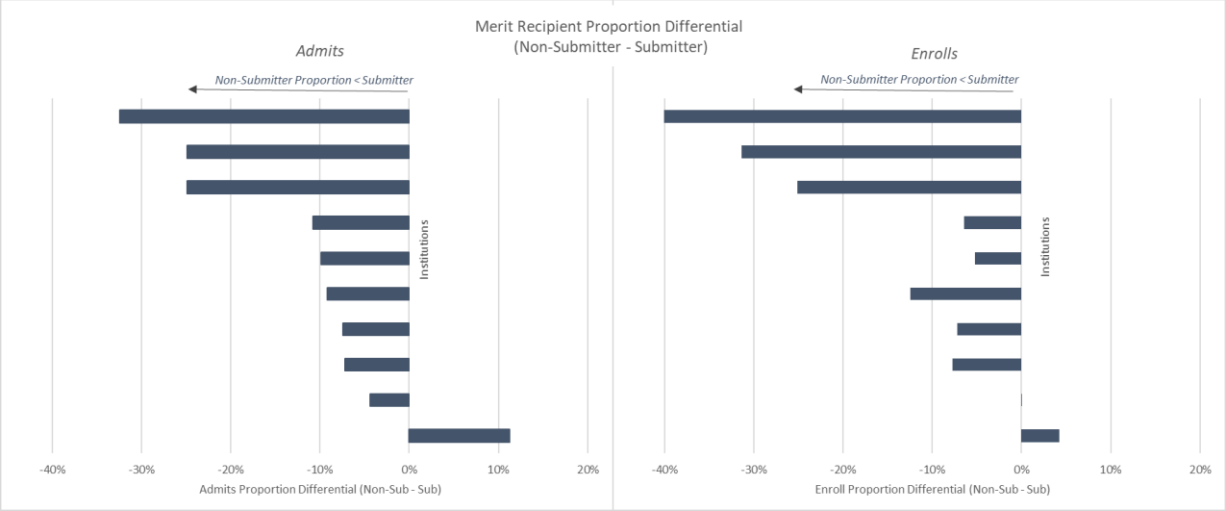


Figure 47. "No Need" or Merit Recipient Proportions Differentials: Non-Submitter vs. Submitter. Subset of institutions selected based on availability of data at the admit level and enroll levels, and institutions with merit aid programs. *Institutions <u>are</u> aligned in the two tables.* Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens. No public institutions provided data at the admit level.
10 Institutions **|** 33,718 Admit Records **|** 5,205 Enroll Records (students with "No Need")
Enrollment = 1,500-7,000 (2,400 M) **|** Endowment per FTE = $40,000-$500,000 ($63,000 M) **|** Admit Rate = 30%-70% (50% M)

As noted above, these no-need or "merit" awards may be given for a variety of reasons, from the desire to enhance the institutional profile by enrolling high test-score students (implicitly excluding Non-Submitters) to a tacit acknowledgement that the institution cannot enroll the right mix of needy and full-pay students at their published price, and therefore need to discount that price for some no-need students. The situation for the Non-Submitters is exacerbated at the institutions that specifically require the submission of test scores to receive consideration for their merit scholarship programs. But the effect is the same: the families of higher need students (including a higher proportion of Non-Submitters), are carrying more "self-help" and smaller grants relative to their need, while no-need students (including a higher proportion of Submitters) are given merit awards to reduce the price to the family. At some institutions, the net financial expectations for families with no need and high need were within a few thousand dollars of each other, because of the combinations of merit awards and high levels of self-help packaging. But, to summarize, with regard to aid awards at these institutions, on average, Non-Submitters didn't fare as well as Submitters.

How does aid allocation relate to graduation rates?

*With respect to graduation rates, we found that No-Need, Non-Submitters were **less likely** to receive gift awards, but they graduated at marginally higher rates than the No-Need Submitters.*

The chart below presents the graduation rates at the 14 institutions that have sufficient aid data and have been TOP long enough to have graduation rates. At least within this small sample, it appears that the lowest graduation rates were achieved by students whose need was <u>not</u> met fully with gift aid – not surprising, as they were likely the students facing the greatest financial challenges to completing their degrees. Non-Submitters whose need was fully met with Gift aid and those who were no-need and received no aid, graduated at modestly lower rates than their

Submitter counterparts. However, No-Need Non-Submitters who were awarded gift aid graduated at a modestly higher rate than No-Need Submitters. And yet the institutions favored the Submitters in granting this aid, which may be a counter-productive strategy.

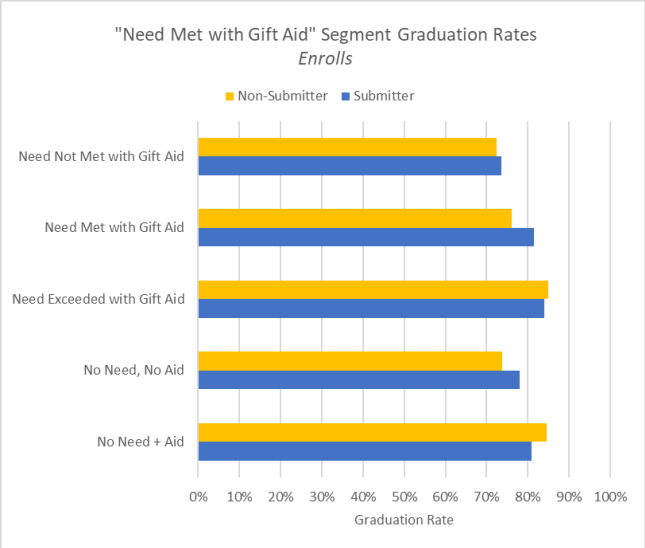


Figure 48. Need Met Segment Graduation Rates, Submitter vs. Non-Submitter. Pooled Student Data. Public and private of institutions selected based on availability of Gift Aid data at the enroll level, and institutions with 4-5 Year graduated TOP cohorts.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens.
14 Institutions | 17,436 Records
Enrollment = 1,500-5,000 (2,400 M) | Endowment per FTE = $6,000-$800,000 ($100,000 M) | Admit Rate = 15%-90% (40% M)

Figure 49 below provides another optic, examining the graduates and non-graduates of 17 institutions with 4 or 5 year graduation rates. The non-graduate Submitters and Non-Submitters appear to be similar in both their high school profiles and in their college academic records – modestly but not dramatically weaker than their graduating peers. On average it does not appear that they were required to leave for academic reasons. The non-graduates have higher representations of URM, First Gen, and Pell recipients. But we note a painful reality: comparing the four categories of graduates and non-grads, Non-Submitters and Submitters, the graduate Submitters have both the *lowest* demonstrated need and the *lowest* Family Financial Contribution. In contrast, the non-graduate Non-Submitters have both the *highest* demonstrated need and the *highest* Family Financial Contribution. And supporting the observation in the preceding chart, the Need-Not-Met students comprise a substantially larger share of the non-graduates than of the graduates. These higher financial expectations suggest that these students may be facing additional challenges to successfully navigating their college careers.

	Graduates		Non-Graduates	
	All graduated students that entered under TOP policy cohort years 2011, 2012		All non-graduated students that entered under TOP policy cohort years 2011, 2012. (This group of students has had 4-5 years to graduate, but have either withdrawn or are still enrolled.)	
	Non-Submitters	**Submitters**	**Non-Submitters**	**Submitters**
n	4311	12525	1377	4021
High School GPA	3.62	3.66	3.42	3.48
Academic Rating	6.05	6.69	5.65	6.04
SAT	1115	1249	1057	1177
First Year GPA	3.11	3.29	2.82	2.90
Cum GPA	3.25	3.40	2.85	2.89
URM	17%	10%	19%	13%
First Generation	15%	11%	20%	14%
Gender (Female)	63%	59%	61%	53%
STEM	23%	32%	12%	16%
Pell	21%	17%	31%	26%
Demonstrated Need	$40,026	$35,576	$41,692	$36,533
Family Financial Contribution	$37,528	$36,450	$39,002	$37,420
	In order to view proportions related to gift aid allocation, the rows below represent a subset of 11 institutions with graduating TOP cohorts and merit aid programs.			
n	2818	8400	992	2666
Exceed Need	10%	11%	6%	7%
No Need + Aid	17%	21%	19%	21%
No Need, No Aid	23%	20%	17%	14%
Need Not Met	46%	45%	55%	55%
Need Met	4%	3%	3%	2%

Academic Rating: All institutions submitted their respective scales, but for comparison purposes we converted all to a 10 point scale, where 10 is the highest rating.

SAT Submissions for Graduates: 10,747 *Submitters*
1,243 *Non-Submitters*

SAT Submissions for Non-Graduates: 3,660 *Submitters*
340 *Non-Submitters*

Figure 49. Academic Outcomes and Financial Contributors: Graduates vs. Non-Graduates. Enrolled students at **17** institutions with either 4 or 5 year graduation rates. Please note that the analysis is valid in comparing the Submitters versus the Non-Submitters for each line item, but each variable represents a different combination of institutions and students.
Exclusions: Two with Academic Threshold policies, one that did not have Non-Submitter proportions, and Non-Resident Aliens (excluded from the bottom section).
17 institutions **|** 22,234 Records
Enrollment = 1,500-5,000 (2,400 M) **|** Endowment per FTE = $6,000-$800,000 ($100,000 M) **|** Admit Rate = 15%-90% (40% M)

How does aid allocation relate to any gains in diversity?

With respect to diversity, to achieve the goal of serving more traditionally-underserved populations, we found that institutions will likely need to make additional financial aid commitments.

With the adoption of a TOP, the bulk of the schools in this study appear to have increased their enrollment of students from traditionally underrepresented (and generally needier) groups. We examined the financial impact that may have been required to secure these gains. In this section we have aligned financial aid averages against the proportions and growth of the three identifiable populations we have used earlier: First-Generation College Bound, students from lower SES backgrounds (using Pell Grant recipients as an easily identifiable proxy), and students from racial and ethnic groups that have traditionally been underrepresented in college populations (URM). Discussing them as three unique populations fails to account for the overlap or intersectionality of the three. Thus, as we did earlier, we have utilized the construct of "Expanded Diversity" in which we have included any student identified with any of these three groups.

In the study we collected only the total gift aid awarded to students and an indication of whether or not they had received a Pell Grant. Because it was too difficult for institutions to supply the specific breakdown of institutional gift aid, we are unable to draw solid conclusions about the financial impact of the policy on the institution. However, we

devised an approximation by summing the Total Gift Aid for every enrolled student (regardless of whether it was need-based or merit) and then dividing that by the total number of enrolled students (whether or not they received aid) to arrive at the "Gift Aid Per Capita." Obviously, some of this gift aid was not institutional gift aid (e.g., Pell Grants, State grants, and outside scholarships), but it does allow for a very rough assessment of the relative financial investment made to the pre- and post-policy-adoption cohorts.

We reviewed detailed information about the 12 institutions that were able to submit reliable financial aid data immediately pre-and post-policy-adoption in Figure 50 below.

			Private 1	Private 2	Private 3	Private 4	Private 5	Private 6	Private 7	Public 1	Public 2	Private 8	Private 9	Private 10
FINANCIAL AID DATA	**Qualified Need Proportions** *Enrolled*	PRE	44%	34%	41%	74%	44%	52%	69%	81%	75%	77%	64%	76%
		POST	56%	37%	51%	74%	48%	56%	67%	81%	75%	67%	61%	68%
		DIFF	12%	3%	9%	0%	5%	4%	-2%	0%	-1%	-10%	-4%	-8%
	Average Demonstrated Need --Needy Students-- *Enrolled*	PRE	$ 29,071	$ 34,177	$ 37,106	$ 39,464	$ 45,431	$ 41,853	$ 35,598	$ 24,180	$ 21,389	$ 35,372	$ 28,716	$ 42,942
		POST	$ 34,812	$ 38,786	$ 39,503	$ 45,602	$ 48,784	$ 41,582	$ 37,974	$ 25,582	$ 22,731	$ 34,836	$ 30,414	$ 40,308
		DIFF	$ 5,740	$ 4,609	$ 2,397	$ 6,138	$ 3,352	$ (272)	$ 2,376	$ 1,401	$ 1,343	$ (536)	$ 1,698	$ (2,634)
	Gift Aid *Per Capita* --All Students-- *Enrolled*	PRE	*No Data Submitted to Study*	$ 11,306	$ 14,082	$ 25,127	$ 17,367	*No Data Submitted to Study*	$ 19,102	$ 10,704	$ 5,106	$ 20,850	$ 10,477	$ 15,436
		POST		$ 13,505	$ 17,884	$ 27,461	$ 19,620		$ 22,539	$ 11,432	$ 6,894	$ 22,819	$ 10,407	$ 17,238
		DIFF		$ 2,199	$ 3,802	$ 2,334	$ 2,253		$ 3,437	$ 728	$ 1,788	$ 1,969	$ (71)	$ 1,803
	Average Gift Aid -- Needy Students -- *Enrolled*	PRE	*No Data Submitted to Study*	$ 27,526	$ 33,451	$ 28,171	$ 41,654	*No Data Submitted to Study*	$ 24,601	$ 12,544	$ 6,953	$ 25,197	$ 13,308	$ 26,753
		POST		$ 32,316	$ 36,297	$ 30,734	$ 44,486		$ 28,027	$ 13,901	$ 7,769	$ 29,288	$ 13,599	$ 24,752
		DIFF		$ 4,790	$ 2,846	$ 2,563	$ 2,832		$ 3,426	$ 1,357	$ 815	$ 4,091	$ 291	$ (2,001)
DIVERSITY OUTCOMES	**URM** *Enrolled Proportions*	PRE	10%	11%	9%	13%	16%	10%	12%	16%	6%	10%	8%	13%
		POST	19%	13%	14%	16%	18%	11%	15%	19%	4%	13%	6%	9%
		DIFF	*9%*	*2%*	*5%*	*3%*	*2%*	*1%*	*3%*	*3%*	*-1%*	*3%*	*-3%*	*-4%*
		% Change	*85%*	*17%*	*48%*	*23%*	*12%*	*13%*	*29%*	*19%*	*-22%*	*36%*	*-34%*	*-29%*
	Pell *Enrolled Proportions*	PRE	11%	7%	9%	27%	16%	15%	21%	28%	30%	24%	18%	14%
		POST	19%	10%	15%	32%	18%	17%	20%	28%	31%	22%	13%	13%
		DIFF	*7%*	*3%*	*5%*	*5%*	*2%*	*1%*	*-1%*	*0%*	*1%*	*-2%*	*-4%*	*0%*
		% Change	*65%*	*42%*	*56%*	*18%*	*11%*	*9%*	*-3%*	*0%*	*2%*	*-8%*	*-25%*	*-1%*
	First-Generation-to-College *Enrolled Proportions*	PRE	5%	5%	12%	24%	14%	13%	12%	34%	22%	23%	*No Data Submitted to Study*	21%
		POST	10%	7%	14%	31%	16%	15%	11%	36%	21%	21%		17%
		DIFF	*6%*	*2%*	*2%*	*8%*	*2%*	*2%*	*-1%*	*2%*	*-1%*	*-1%*		*-3%*
		% Change	*117%*	*31%*	*21%*	*33%*	*11%*	*16%*	*-8%*	*5%*	*-3%*	*-6%*		*-17%*
	Diversity, Expanded *Enrolled URM, Pell and or FG-- each student counted once*	PRE	21%	19%	18%	43%	29%	29%	31%	51%	43%	39%	*22%*	32%
		POST	35%	22%	25%	48%	31%	30%	32%	52%	44%	38%	*15%*	29%
		DIFF	*14%*	*3%*	*7%*	*5%*	*2%*	*1%*	*0%*	*1%*	*0%*	*-1%*	*-7%*	*-2%*
		% Change	*67%*	*19%*	*38%*	*12%*	*6%*	*4%*	*1%*	*2%*	*1%*	*-1%*	*-30%*	*-7%*

Figure 50. Table of Financial Aid Variables Pre-Post Policy, for Enrolled Students. Data from 12 private and public institutions with reliable financial aid data at the enroll level, submitted immediately pre- and immediately post-policy adoption.
Exclusions: Early adopters and Non-Resident Aliens
12 institutions **|** 38,047 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$230,000 ($65,000 M) **|** Admit Rate = 20%-80% (53% M)

We offer three example case studies of the interplay between financial investment and growth in diversity.

Case Study 1 - This private institution achieved a 48% growth in the proportion of enrolled URM students (going from 9% to 14%, an increase of 5 percentage points), and also had one of the highest percentage increases in the proportion of needy students (going from 43% to 51%). The average need rose $1,868 and it appears they may have become more generous in their aid award policy, as the Gift Aid Per Capita increased by $3,802. They also had substantive increases in Pell recipients and First-Generation students, resulting in one of the largest increases on our "Expanded Diversity" measure (increase of 7 percentage points – which for them represented a 38% increase in the proportion of these populations). So, they appear to have made a substantive financial commitment, in addition to adopting a TOP, and have achieved a substantial increase in the diversity of their class.

Case Study 2 – On the other end of the spectrum is a private institution that posted a decline in the proportion of needy students and actually lowered its Gift Aid Per Capita a slight amount. But in doing so it suffered substantive declines in the proportions of both URM and Pell recipients.

Case Study 3 – More in the "middle of the pack," is another private, with roughly the same proportion of needy students pre- and post-adoption. The average need of their enrolled students increased by about $3,900 and their Gift Aid Per Capita increased by about $2,200, but they also increased the proportion of their URM students by 3 percentage points, their First Gen students by 8 percentage points and their Pell Recipients by 5 percentage points resulting in a proportional increase of 12% (5 percentage points) in their Expanded Diversity score. So, subsequent to adopting a TOP, they invested more resources in aid and substantially increased the diversity of their student body, particularly in terms of serving First-Generation students.

> *"Apps increased but we didn't back it up with a strong enough financial aid program. We recently strengthened our commitment to aid so it's working better now."*
>
> *Dean from small private college*

The chart below provides a visual summary of the conceptual ROI (Return On Investment). The higher an institution is on the vertical axis, the more proportional gain it has made in the diversity of its freshman class (based on our "Expanded Diversity" rating). And the further to the right it is on the horizontal axis, the more it has increased its investment in financial aid. (N.B. The dollars expressed on the horizontal axis should be interpreted as providing relative order of magnitude rather than precise numbers, as we do not have specific institutional gift aid available.)

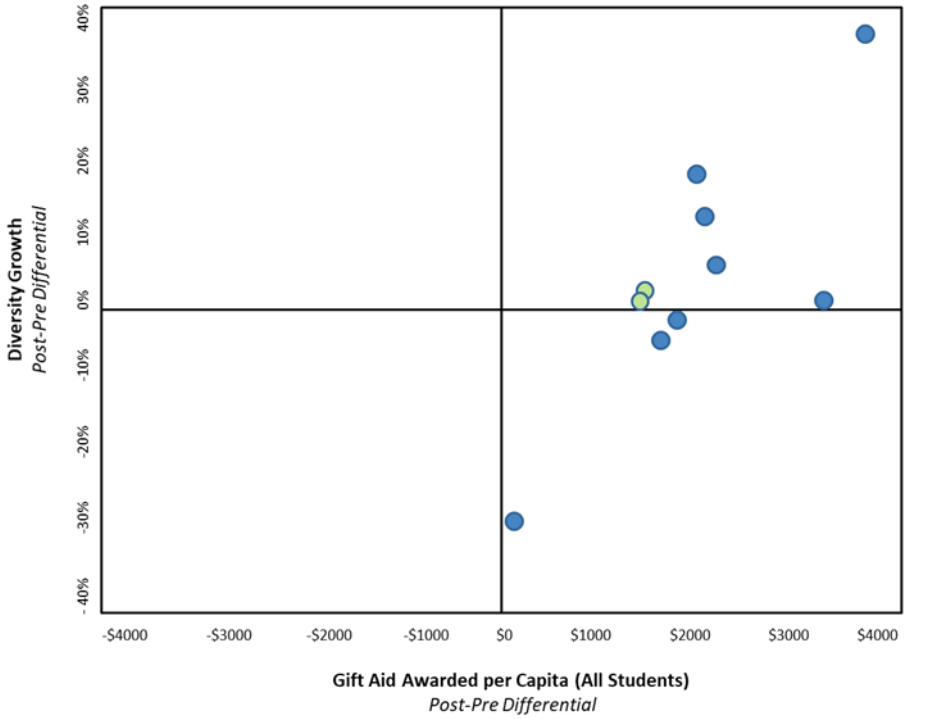


Figure 51. Investment-Outcome Matrix, Pre-Post Differentials of Expanded Diversity Percent Change and Gift Aid per Capita (All Students). Data from 10 private and public institutions with reliable gift aid data submitted immediately pre- and immediately post-policy adoption. Exclusions: Early adopters and Non-Resident Aliens
Points in green are public institutions.
10 institutions **|** 41,429 Records
Enrollment = 2,000-20,000 (4,000 M) **|** Endowment per FTE = $4,000-$230,000 ($65,000 M) **|** Admit Rate = 20%-80% (53% M)

So, while it is not possible (based upon this small sample of ten institutions) to arrive at definitive conclusions, it is reasonable to state that if an institution is interested in increasing its diversity, a test-optional admission policy can provide a valuable tool, but, unsurprisingly, to achieve the goal of serving more traditionally-underserved populations, the institution will likely need to make additional financial aid commitments.

SUMMARY AND IMPLICATIONS

What can we summarize about the workings of a Test-Optional Policy?

No research can provide definitive answers to the questions we have explored about the use of a test-optional admission policy, and we do not claim to have done so. Every institution has a slightly different experience. We are not presumptuous enough to believe we can identify any single outcome (nor even strong tendency) that should be expected by every institution adopting a TOP. There is simply too much variation between institutions in commitment to mission, location in the educational marketplace, student population being served, affluence, and institutional goals. Instead, we have provided as many perspectives on the possibilities that a TOP may help an individual institution to achieve.

Thus qualified, our findings suggest that a TOP works well at a variety of institutions. Almost all institutions in our study increased enrollment of underserved populations, with many showing proportionate increases exceeding those found at test-requiring peer institutions. And, the policy transition occurred without any signs of academic slide: GPAs and graduation rates didn't suffer, and according to reports from the Deans many faculty were very pleased with the quality and character of the incoming classes.

This success, however, appears to come with some degree of additional financial investment. The proportion of needy students rose at roughly half of our TOP institutions. Almost all the institutions saw an increase in the average demonstrated need from the pre-policy to the post-policy cohort years and increased the gift aid per capita. Most of our participating institutions appear to have provided less generous gift aid packages to Non-Submitters (both needy and no-need) than to their Submitters.

The institutions in our study appeared to treat Non-Submitters differently than Submitters, admitting them at a lower rate and, on average, treating them a little less generously in the financial aid process, particularly with merit scholarships. The admitted Non-Submitters, however, enrolled at higher rates at virtually all of our institutions.

These Non-Submitters comprised significantly larger proportions of Underrepresented Minorities, First-Generation-to-College, Pell recipients, and women than did Submitters. As a group, Non-Submitters showed slightly lower academic performance both in high school and college, but graduated from college at equivalent, or in some cases, higher rates than Submitters. The largest distinguishing academic difference we found was the lower test scores for the Non-Submitters (though we had test scores for only about a third of them).

Furthermore, this study helps to punctuate the question of what is meant when we refer to "success in college," a phrase frequently used to argue for the predictive value of the SAT and ACT. There is general agreement that those tests, when used in conjunction with high school grades, do a marginally better job than high school grades alone of predicting the First Year College GPA of students. However, whether they predict evenly across populations of students has been widely debated. And an increasing number of voices are challenging the notion that predicting whether a student is likely to achieve, say a 3.3 GPA versus a 3.2 at the end of their first year in college is synonymous with predicting "success in college," and are rejecting that phrase as an obfuscation of the actually limited value of the tests. Quoting again from the NACAC Commission on the Use of Standardized Tests in College Admission:

> *Commission members unanimously agreed that college success is a term of sufficient breadth that it includes degree attainment, a wide range of GPAs, and the acquisition of experiences and skills that will propel a student into the workforce, graduate education, or responsible citizenship.* (NACAC, 2008)

We also found that this group of Non-Submitters represented approximately a quarter of the applicant pool, a finding that highlights an interesting intersection between findings published by the testing agencies. Their meta-analysis of studies also found a quarter to a third of all students with "discrepant performance," either students with high HSGPAs and low testing, or the reverse: modest HSGPAs but high testing (Sanchez & Mattern [Making the Case for Standardized Testing] in Buckley, 2018). Within this group, approximately half of them have high school grades that are higher than what the tests would predict. And it is worth noting the parallels between the proportions noted in the above studies and the median percentage (23%) of students choosing to be Non-Submitters at the institutions in this study.

We also agree with characterizations of the most likely students to have strong HSGPAs and low testing: women, First-Generation to college, low income students, and students who speak a second language at home.[21] Furthermore, those most likely to be discordant with weaker HSGPAs and stronger testing are males, whites, and those of higher income (Sanchez and Edmunds, 2015).

We would suggest another, largely parallel language for thinking of these students. Many researchers, especially in medical fields, will speak of "false negatives" and "false positives." A false negative occurs when the test suggests that something will not happen, but it does. A false positive suggests that something will happen, but it doesn't. We assert that most TOP Non-Submitters are "false negatives": the SAT and ACT tests suggest that they will not perform well in college, but these students perform fine, and graduate at equal or higher rates than the Submitters.

Finally, this study also confirmed that the SAT and ACT do have a positive correlation with college cumulative GPA for some students, more commonly Submitters -- the students who made an informed decision that their testing represented their ability. We do not argue that institutions should entirely eliminate consideration of the ACT and SAT for all their students. We do not promote the simplistic notion that these tests are either "all bad" or "all good."

The argument from the testing agencies that colleges should want every piece of significant information to make their decisions misses a key point. A student's decision to apply to TOP colleges, and not to have test scores considered in the admissions decisions, <u>is</u> significant information, often profoundly important for both student and institution. The students have made a key decision, saying to the Admissions offices, "I am a better student and potential citizen than these tests would suggest." The research findings from this study and others cited suggest that the students are right.

[21] Hiss and Doria, 2010. A 25-year study of optional testing at Bates found a thick band of Non-Submitters whose homes ran across the top of ME, NH and VT. Often American citizens for several generations, they were of French Canadian backgrounds. Being close to the border, they had kept up cultural and linguistic ties, with students speaking French at home and learning English at school.

What did TOP deans say about their experience with the policy?

At the start of the study, we interviewed each participating Dean of Admission about their experience with TOP. Then, we reviewed their comments in light of the data submission, which was subject to a thorough analysis. Pulling apart some of these unique findings from each institution enabled us to see patterns in similar experiences.

- The motivations cited for adopting a test-optional policy were fairly consistent across the institutions in the study, relating primarily to **improving the access of underserved students**:
    - *"TOP arose from the decision to pursue access to higher education among underrepresented groups."*
    - *"It was important to our commitment to access, in particular to First-Generation students and students from under-resourced schools. Also felt it might help us reach students who might previously not have considered."*
- The adoption of the policy was also described as way to simply **formalize what they had been doing in practice all along**. *"We never weighted testing heavily – always weighted classroom performance more heavily"* or another institution *"We always pitched that the scores were not given much weight."*
- While the policies varied in terms of specifics, most employed an **Optional for All** policy with a few exceptions, for example, requiring test scores from international students, homeschooled students, or students applying to specialty programs. Some had started with an Academic Threshold or Optional Plus policy, and then migrated to the more open variation of the policy, Optional for All, indicating an increased comfort level with making sound admission decisions without testing.
- The group that employed some form of an **Optional Plus policy had mixed reviews**. A few seemed pleased with their interviews, essay questions or other formats designed to solicit information from students on non-cognitive skills. However, others felt that it was too time consuming and did not yield the results they wanted, *"The [additional requirement] added very little to our reading or prediction, and took up big shares of time."* These institutions are actively considering eliminating the additional admission materials and migrating to an Optional for All policy.
- Most of the institutions **had not employed a marketing campaign** to promote their new policy. Many claimed to simply *"Put out a press release and some FAQs on website"* or *"launched it by notifying on the Common App and on the website, and included it in a counselor update newsletter."*
- A few institutions **launched TOP as part of a larger initiative** "*TOP was a component of a substantive shift of the institution as more hands-on skill building, and felt standardized tests did not fit well with this shift."*
- Most described the policy buy-in process as taking some time and effort, particularly with faculty members. Yet, many claimed that after TOP adoption **constituents reported being satisfied with it**. As one dean claimed *"We are very happy with the policy and there is no discussion of rolling it back. We also listen heavily to the comments of faculty about their students and hear no concerns."*
- Many described the process of transitioning to TOP as largely painless, just requiring an additional step in the direction of **focusing greater attention on the rigor of the coursework in the context of the quality of the high school**. One noted, *"a little more training with our readers, and it has increased our focus on the rigor of the high school curriculum."*
- Some institutions mentioned adding interviewers or temporary readers to handle the application increase. One of the institutions, as highlighted in the introductory case study, hired **additional temporary readers** because of the increased volume of applications, and the additional time required for Non-Submitter applications. *"When you have a test score that is consistent with the academic record and other documents, it gives you confidence to spend less time on the application. When there's no test score as 'confirming' evidence, you'll typically look more closely at the high school record, the rigor of the curriculum, and the school profile for context."*

- Most of the Deans described their **policy experience in glowing terms** as a success in achieving admission goals:
    - *"We are attracting more Students-of-Color due to the policy."*
    - *"We are seeing lots of kids who have done everything right except have high tests."*
    - *"It has absolutely worked. First year academic performance and freshman-sophomore retention have improved. We've seen a steady increase in ethnic diversity."*
- A few had more limited success, and had to make some adjustments to the policy over time:
    - *"Only issue that did not play out as well as we had hoped with students of color, First Gen, and working-class kids. But we have fixed the financial aid budget now."*
    - *"It has worked, though it is not nearly as popular (widely used) as we thought it would be…maybe most of the students who would traditionally have been attracted to TOP were already applying without being overly concerned if their test scores didn't represent them well."*

What are the authors' ideas for future research?

This study has provided many insights into the use of a test-optional policy. However, while our study is both broad and detailed, we identified numerous related topics that reasonably could be addressed in future research, including in no particular order of priority or importance:

- Our study focused on analyzing data from student records provided by institutions, and did not delve into the nature and behavior of Non-Submitters. Qualitative research techniques, such as interviews and focus groups with prospective students and enrolled Non-Submitters, would be an insightful follow-up to this study.
- While graduation rates were a pivotal feature of this study, the specifics of student retention were not investigated. Much could also be learned about the success of the policy in light of the on-campus learning and social environment that receives Non-Submitters.
- We received test scores for a limited proportion of Non-Submitters. A more comprehensive collection of test scores from Non-Submitters would allow a more definitive assessment on the alignment of HSGPA and test scores with college outcomes.
- LD student access to higher education is a future research project with potentially very high rewards, given the growing understanding and identification of this population of students.
- While we elicited complex findings on financial aid, there is much room for additional investigation, including the review of the policy in light of institutional aid numbers.
- Academic Threshold policies offer a degree of lessened reliance on testing, but are a very different breed of policy when compared against the Optional for All model, whereby students have the free will to choose their admission credentials. There is much room to learn more about the ins and outs of this type of policy.
- The concept we introduced of "Expanded Diversity," whereby each student is considered in terms of all the rich diversity he or she brings to campus life and learning, could be used to underpin a substantial rethinking about how we as researchers understand diversity in higher education. This concept has potential to encompass an even broader range of students than we did in this study, for instance, those with learning differences, non-traditional students, international students, and non-native speakers.

APPENDIX

CO-AUTHORS

Steve Syverson, Co-Author and Principal Investigator

Steve Syverson graduated from Pomona College, and worked in Admissions at Pomona (1978-1983), culminating as the Director. For 28 years until 2011 he served as the Dean of Admissions and Financial Aid at Lawrence University, substantially increasing the proportion of students-of-color and international students. He has designed and programmed admissions and financial aid computer systems for Pomona, Claremont McKenna, and Lawrence. In 2016, after a short stint as a retiree, in southern California, he accepted an appointment as the Assistant Vice Chancellor for Enrollment Management at the University of Washington Bothell.

Active in professional organizations, Steve has variously served on the NACAC Board of Directors (2011-2014), as NACAC Vice President for Admission Practices (1988-91), and on the NACAC Commission on the Use of Standardized Testing in Undergraduate Admissions which issued its highly influential report in 2008. He chaired the NACAC Media, Marketing and Technology Committee, and served on the faculties of the NACAC Guiding the Way to Inclusion and NACAC Tools of the Trade professional training workshops. He also was the President of Wisconsin ACAC and served on the ACT Executive Council of Wisconsin.

A frequent author and speaker on admissions and financial aid topics, he has published articles on “Basics of Standardized Testing in the Admissions Process,” “The Role of Standardized Tests in College Admissions—Test Optional Admissions,” “Ethics and Sensitivity to Students.”

Outside of admissions, he has a particular interest in Habitat for Humanity and has worked extensively with the American Institute of Certified Educational Planners advancing the Certified Educational Planner (CEP) credential for independent educational consultants and school-based college counselors. He also has been a long-time member of the advisory board of Cappex.com.

Valerie W. Franks, Co-Author and Study Manager

Valerie Franks brings over twenty years of experience in research. In 2007, she founded her own firm to provide consulting and analysis to educational institutions. She has spent the past eight years researching Test-Optional Policies, first as Lead Researcher and co-author of the first study on Test-Optional Policy "Defining Promise” and now serving the same role in “Defining Access.”

Prior to that, she was a former Assistant Dean of Admissions at Bates, where she recruited students, read applications and enrolled students in the context of a Test-Optional policy. Alongside this role, she also acted as admissions analyst, working closely with the Director of Institutional Research and the Dean of Admissions to examine admission funnel patterns, as well as report data to IPEDS.

Valerie's roots in research started in the business world. She spent two years as project executive in Prague for an international research firm, surveying the Central European market to identify market opportunities for international companies, with primary responsibilities for data analysis and formation of market strategy. She then spent five years as research manager for a New York strategy consulting firm, designing and managing national qualitative and quantitative research studies on brand equity, customer preference, competitor positioning and messaging resonance, brand identity, and positioning and creative / tactical execution plans.

She earned her BA in Psychology from Bates, and speaks fluent French and proficient Czech.

William C. Hiss, Co-Author and Advisory Committee Chair

Bill Hiss served Bates College for 35 years as Dean of Admissions and Financial Aid, a vice president supervising alumni relations, career services and communications, a senior leadership gifts officer, and a Lecturer in Asian Studies. His "Literature through Cataclysm" course studied the modern fiction and film of five societies that endured a 20th century cataclysm: Russia, Japan, Vietnam, India/Pakistan and Somalia.

Bill took his B.A. in English from Bates, an M.T.S. in ethics and American church history at Harvard Divinity School, and an M.A and Ph.D. at Tufts in American literature, religion and intellectual history. He taught in JHS 120 in the South Bronx, at Tufts as a graduate student and at Hebron Academy, as well as Bates. He served on the Federal Advisory Committee on Student Financial Assistance, which advises the Congress and Secretary of Education on national financial aid policy. He established and led the advisory committee of deans at USNews on guidebook and ranking issues.

In 1984 the Bates faculty made standardized testing optional for admissions. For over 35 years, Bill has researched and written on optional standardized testing, including a 25-year look-back study of the Bates optional testing policy with co-author Kate Doria. In February of 2014, Bill and his co-author Valerie Franks published the first national, peer-reviewed study, "Defining Promise," of optional testing at 33 private and public institutions. This study found only trivial differences between Submitters and Non-Submitters of testing in both Cum GPA's and graduation rates.

A retiree beekeeper, soccer referee, crew on sail and power boats, and lay UCC pastor, he recently spent a month in Ho Chi Minh City helping to design the Admission and Financial Aid offices for Fulbright University Vietnam, Vietnam's first liberal arts institution, and perhaps Asia's first TOP institution.

Lidia Ortiz assisted the research team in the data preparation and analysis. A graduate of Smith College with a bachelor's degree in Economics and Psychology, Lidia has previously collaborated with the University of Illinois at Chicago and the University of Southern Georgia Psychology department working on health disparities research. In addition, she has worked with Smith's College of Office of Institutional Research to enable data-driven decision making.

Members of the Advisory Committee

David Hawkins is the Executive Director for Educational Content and Policy at the National Association of College Admissions Counseling, where he has served for 18 years. He received his MA in Government from William and Mary.

Brian Prescott is the Associate Vice President at the National Center for Higher Education Management Systems. He has previously served a term as an appointed member of the NACAC Board of Directors and, while at the Western Interstate Commission for Higher Education, authored or co-authored two editions of WICHE's widely used projections of high school graduates, *Knocking at The Door*. He received his undergraduate degree from William and Mary, his M.A. from the University of Iowa, and his Ph.D. from the University of Virginia.

Kevin Rask has been College Research Professor of Economics at Colorado College since 2011. Before that he was Professor of Economics at Wake Forest University and Colgate University for 20 years. He received his undergraduate degree from Haverford and his Ph.D. from Duke, both in Economics. He has frequently published on higher education issues, including research on optional testing at Wake Forest as an essay in *SAT Wars: The Case for Optional Testing in Admissions.*

Cate Rowan is the Executive Director of Institutional Research at Smith College, where she has served since 2005. Previously, she was the Director of Research at Mt. Holyoke College for 8 years. She received her undergraduate degree from Smith, and her MBA from the Isenberg School of Management at the University of Massachusetts, Amherst.

DATA FIELDS DEFINED

Racial and Ethnic Student Identification Data

We used IPEDS-defined categories of racial/ethnic identification. For research purposes, we requested that institutions submit data using the hierarchical method of identification that counts each student only once. Some of our data spans the US Census and 2010 IPEDS change in the way race/ethnicity was recorded. We had no way to "correct for" that change, so Hispanic numbers, in particular, may have been confounded in comparisons that span those years, but in most instances we believe that including them in the overall Underrepresented Minority (URM) count reduces or eliminates the impact of the coding change. After much consideration, we did not include the IPEDS "Two or more races" categorization in our overall Underrepresented Minority grouping.

Instead, we found it helpful to design some analyses which looked at the overlap of various racial and ethnic groups. A genuine step of "forward motion" in college and university admissions in recent years has been the increasingly common practice of including data on First-Generation-to-College and Pell Grant recipients in presenting a class profile. We have followed that practice and tried to show the overlap between the various racial, ethnic, educational attainment, and income level groups. But we also have experimented a bit, creating some information on what we've termed "Expanded Diversity."

High School GPA Data

HSGPA data presented one of several interesting challenges as we attempted to use consistent data across the institutions in our study. As with all our data, HSGPAs were reported to us as recorded by the institution's Admissions or Institutional Research offices. Some colleges simply record whatever GPA the high school has supplied, whether weighted or unweighted, and whether or not it is a traditional 4-point scale. Other institutions follow internal protocols for converting HSGPAs to a common 4.0 scale. Many high schools record GPAs that exceed 4.0 as part of a weighting schema for honors, IB or AP classes, whereas other high schools do not weight their grades. Some colleges simply truncate anything above a 4.0 to a 4.0 and account for the rigor of the curriculum elsewhere in their process. So there is great variability in the treatment of HSGPAs both among the high schools and among the colleges, prompting us to wonder how other studies have attempted to normalize the treatment of HSGPAs. Studies that are internal to single institutions (e.g., regression analyses of the predictive value of grades or test scores) eliminate one layer of variability, but multi-college studies are particularly challenged.

We did an extensive individual analysis of the GPAs reported by each of the 28 institutions in the study, using whatever protocol that institution used, and allowing for the GPA scales to exceed the traditional 4-point scale. We also created a second HSGPA data element in which we truncated the GPA at 4.0 for each record. In the end, because many colleges and high schools did not report GPAs higher than 4.0, and there was no way to "unbundle" what was originally reported to the institutions by the high schools, we have used the truncated 4.0 methodology for our comparisons.

Standardized Test Score Data

We requested test scores on all student records. We received at most one set of ACT and/or SAT scores for any individual student. For simplicity of comparison and discussion, we used a concordance table[22] to convert ACT scores to SAT scores, and all references in the report refer to them simply as SATs. The new SAT had not been taken by most of the student cohorts in this study.[23]

We found that institutions either still received (or requested upon admission) test scores from students who chose to omit testing from their application, but at much lower rates than the 2014 study. Four institutions did not have scores on record for their Non-Submitters, and among the remaining 24 institutions, 27% of Non-Submitter applicant records contained a test score. At the enrolled student level, 36% of the non-submitter records had test scores, with a range of enrolled student Non-Submitter test submission across institutions of 7% to 82%. We represent and use this subset of scores with caution, as it does not represent the full range of scores from this student segment.

To test our findings at institutions with a higher rate of data collection, we conducted parallel analyses at 8 of our institutions that had SAT/ACT scores for at least 50% of their enrolling Non-Submitters, and found the same results as when we used all the institutions. It would seem to defy common sense to think that the scores which were not submitted were dramatically *higher* than those which the institutions did collect. If anything, one might assume that that the scores that were not collected, on average, would be lower. Yet with or without a collected test score, the Cum GPAs and graduation rates of the Non-Submitters speak to their ability to succeed in college and university curricula.

Financial Aid Data

We collected four principal data elements from the participating institutions:

- Expected Family Contribution (EFC) – At some institutions this was the federal EFC, and at others it was an institutionally-determined EFC. Because we were attempting to assess aid award differences between Submitters and Non-Submitters at the individual institution, we sought whatever EFC they used to determine the need for aid.
- Total Gift Aid – We asked only for the total gift aid (from any source) received by the student.
- Pell Grant Recipients – We asked institutions simply to identify any student receiving a Pell Grant, but did not ask for the specific amount of the Pell Grant.
- Merit Aid Recipients – We asked them to identify any student to whom they had awarded non-need-based, "merit" gift aid.

All financial aid values and institutional Costs-of-Attendance were adjusted into 2016 dollar equivalents[24] to be able to compare the values over time. We created a series of internal validity checks of data and, in a handful of cases, eliminated some institutions from certain analyses due to incomplete or irreconcilably inconsistent data. These cases are identified as they occur throughout the report. It should be noted that all financial aid data was at the point of admission. Although financial circumstances change over time -- other than adjusting all dollars into 2016 dollar

[22] College Board, "ACT and SAT Concordance Tables," 2009, <https://research.collegeboard.org/sites/default/files/publications/2012/7/researchnote-2009-40-act-sat-concordance-tables.pdf>.
[23] Only institution submitted a few ACT test scores from students post 2016. For this institution, the more recently adopted concordance table was used (though its validity has been disputed by ACT): College Board, "New SAT to ACT Concordance Table" 2016 <https://collegereadiness.collegeboard.org/pdf/higher-ed-brief-sat-concordance.pdf>
[24] EFC, Gift Aid, and Total Cost of Attendance were adjusted using the St. Louis Fed's FRED II database urban consumer CPI (CPIAUCSL), base year 2016.

equivalents, we did not attempt to track any changes over time. Thus, for instance, when we discuss graduation rates or college GPAs in the context of financial need, it is based on the financial need or aid award at the time of admission.

Similar to HSGPAs above, we encountered a number of challenges in interpreting financial aid data, particularly with respect to merit aid. In some instances, the current staff at the institution were unable to affirm the protocols for recording certain financial aid data elements that were used in the earlier years. In some cases, merit aid was only defined as gift aid awarded to no-need students, whereas at other institutions, virtually every student receiving need-based aid has a portion of it labeled as a "merit" scholarship. Some institutions reported having no institutional merit scholarship program, and yet had a number of students flagged as merit scholarship recipients (leaving us to assume these may refer to externally awarded merit scholarships or to scholarships such as National Merit or Posse Foundation that are awarded by the institution, but to an externally-determined population). Thus we created a data element that identified students who received gift aid (from any source) that was in excess of their total demonstrated financial need. We primarily used this more consistent definition in place of institutional definitions of merit.

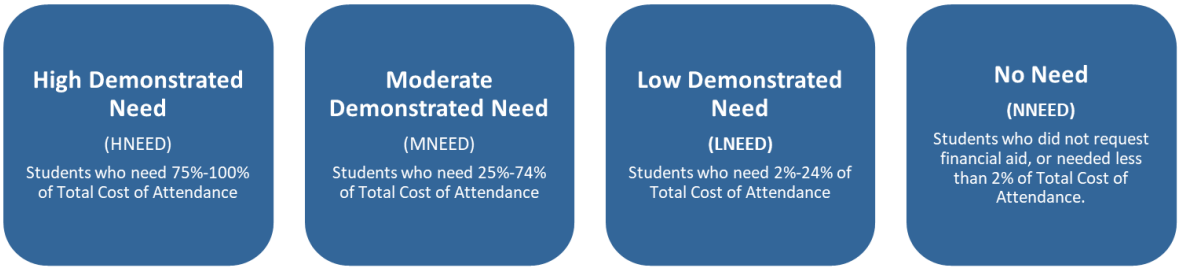
Ten institutions were able to provide information about financial aid awards made to admitted and enrolled students, five were able to provide reliable data only for students who enrolled, and six were unable to provide any financial award data. Pell grant recipients were identified by all but two institutions at the enrollee level, but less than half of them were also able to provide it at the admit level.

While conducting our analysis, we identified a number of students with apparent incongruities in the four financial data elements submitted. Two institutions had enough incongruities that we were compelled to exclude them from the analyses of financial aid. One significant incongruity didn't require exclusion of the data, but caused us to reconsider our interpretation of it. Specifically, of about 24,750 admits during the TOP cohort years identified as Pell recipients, we found slightly under 1,500 that had EFCs that were higher than would be Pell-eligible. Some of these records were actually No-Need, and the size of the Total Gift awarded appeared to be solely the Pell Grant. Such circumstances can occur when the federal EFC qualifies a student for a Pell Grant, but the institutionally-determined EFC takes into consideration additional resources, such as the income of the non-custodial parent. While most public institutions accept the federal EFC, many private institutions consider the additional resources when determining eligibility for institutional aid. We made the decision to assume that the records identified as Pell recipients were accurate, regardless of the EFC or Total Gift Aid reported, but it gave us a new appreciation for the potential nuances related to using "Pell recipients" as a proxy for low SES students.

The other major incongruity we discovered among our financial aid data points that we were unable to confidently decipher was the group of students who reportedly received gift aid in excess of the Total Cost of Attendance (COA) at their institution. These discrepancies ranged from a few dollars to many thousands of dollars. While we speculated that there were likely some students who received such extraordinary scholarships or combinations of scholarships that their total COA was indeed exceeded by their gift aid, the inclusion of these students had the potential to inappropriately distort some of our comparisons, so we have eliminated from our financial aid comparisons all students whose reported Total Gift Aid exceeded their COA by more than $1,000. A total of 927 students from 11 institutions (from a total of 765,087 records with reliable FA data) have been excluded from the FA comparisons for this reason.

Because of the varying costs at the participating institutions, rather than conduct our analyses based upon just the EFCs of the students, we instead focused on their ability to contribute to the institutions to which they had applied by assigning them to one of the four student segments outlined below. These segments are designed to be institutionally-specific. It is possible that if a student applied to more than one of the institutions in our study, and those institutions had substantially different COAs, the student may have been assigned to different segments for each of the institutions. This segmentation attempts to account for the financial circumstances of the family in direct relation to the costs of a particular institution, as well as to track institutional awarding strategies that are keyed to the institution's own costs.

The following segments were calculated by subtracting the adjusted EFC from the Total Cost of Attendance:



We then developed a systematic way of viewing student financial support in five "Need Met With Grant" Segments. The reader should note that for this purpose, we are evaluating whether need was met solely with gift aid. Traditionally, an institution "meets need" with a combination of gift aid (grants and scholarships), loans, and work-study – so, many of the high-need students (and even moderate need students) will fall into the category of "Need Not Met with Grant." In some instances these students may have been "gapped," but the reader also should not conclude that students in this category didn't have their need met under the more traditional definition.

Also, please note that students flagged as "No Need" (with or without gift aid) includes not only those whose EFC was greater than the COA, but also those for whom the college did not record an EFC. In some instances, this may represent a student who simply never completed the Need Analysis process at that college (they already enrolled elsewhere, or had received a large enough scholarship that they didn't need to be considered for need-based aid.) So this may mildly overstate the number of true No Need students.

Finally, to assist in our analysis, we created an attribute called "Family Financial Contribution," or FFC. This was used to determine the total amount the family was expected to pay at a specific institution, and was calculated as:

Family Financial Contribution = Total Cost of Attendance - Total Gift Aid

Although the way in which each family covered their FFC is unknown (i.e., family resources, loans, work-study, additional outside scholarships, or assistance from relatives or friends), this number provides a more consistent basis for comparison than the EFC, as it represents the entire amount the family needed to provide exclusive of the gift aid provided in the institution's aid award.

Academic Outcome Data

We requested the critical academic measures of college success, along with a few additional areas of interest. We collected: the first-year college GPA (FYGPA), most recent (or final) CumGPA, major designation, a current student enrollment status, and an up-to-date graduation status for all students who enrolled. We used graduation status as our ultimate measure of student academic success.

The data was collected in 2016, so for a cohort that enrolled in 2008, the graduation rate would reflect an eight-year graduation rate, whereas for a 2012 cohort, it would reflect only a four-year graduation rate. The graduation rate data for TOP policy years will focus on the 4- and 5-year graduation rates of student cohorts entering in 2012 and 2011, respectively. Our participants adopted the policy across a range of timespans, so we have a subset of only 12 that had the policy in effect long enough to show both of these rates.

The FYGPA is the most consistent and consistently available college academic indicator, as it was reported at the end of the first year of college regardless of which cohort the student was in. The Cum GPA represents the last recorded GPA at the institution. So, for students who graduated, it will represent their cumulative GPA at graduation, but for students who have not yet graduated or who have left the institution, it represents their final or most recent cumulative GPA, which may represent anything from one year to several years' worth of academic work.

The college academic performance data was used primarily to assess any potential differences between the performance outcomes of the Non-Submitters and the Submitters. To a lesser extent, we also attempted to explore whether there was any significant difference between the overall performance of the pre-TOP cohorts and the post-TOP cohorts at each institution, but it is difficult to isolate the effect of the TOP from the effects of other changes that may have been occurring at the institution.

Peer Data

For another stage of the study we attempted to assess how changes in the size and composition of the applicant pools for the participating TOP institutions compared with those of a matched sample of their competitive-overlap peer institutions. We asked each TOP institution to identify three institutions they viewed as "peer competitor" institutions – not aspirational institutions, but institutions with which they have large applicant overlap and have a roughly even "win-loss" record for admitted students. For that portion of the study, to ensure comparability of data, we collected IPEDS data for both the TOP institutions and their Test Required Peers for each of the matched cohorts of students. (For more detail on the selection of Peer institutions, see page 19.)

The participating institutions in the study were given a data request of approximately 40 variables. The following text describes the data definition.

I. Data type: Record-level data on students at the point of application and additional data on those who matriculated.

II. Population definition at point of application or entry to college: First-time, undergraduate, bachelor's degree seeking, full-time entering in the fall. Please exclude: transfer-in students, graduate students, part-time, non-degree seeking, associate's degree seeking, unclassified students, spring or summer entry students.

III. Years of data requested: In total, four cohorts requested based on the start date of the TOP policy on standardized testing in the admissions decision.
   a. Two cohort years ***leading up*** to the adoption of the test-optional policy.
   b. Two cohort years ***post*** adoption.

The following variables were requested of each participating institution:	
StudentID	Unique, blind
Cohort	Year of entry to college, full time, first time, fall entry students.
FirstContact	First point of contact between the student and the institution.
FirstContactDate	Date of the first contact.
AppDate	Date of the application receipt.
AppType	1 = Early Action or Early Decision 0 = Regular
ScoreConsid	Did the student apply with or without their standardized test score being considered as part of the Admissions decision? 1 = Test Score Considered (SAT I OR ACT reviewed in the admissions decision) 0 = Test Score Not Considered (No testing reviewed in the admissions decision) 2 = Alternative Test Considered (International Baccalaureate, TOEFL, or British A-Levels were submitted instead of SAT I, ACT)
AdmitStat	1 = Admitted (Include students who were pulled from the wait list and admitted) 0 = Denied/Wait List 2 = No Decision Rendered (Student withdrew prior to decision, or application incomplete)
StuDec	1 = Student Enrolled 0 = Student Did Not Enroll

	(Student Declined Offer of Admission or Withdrew Before Enrollment) 2 = Deferred
Zip	Student hometown five-digit zip code from admission record.
Gender	1 = Female 0 = Male 2 = Other
RaceEth_Instit	New IPEDS codes used for the cohorts after the IPEDS code change. Nonresident Alien Hispanic/Latino American Indian or Alaska Native Asian Black or African-American Native Hawaiian or Other Pacific Islander White Two or more races Race and ethnicity unknown
BirthYear	Birth year in 4 characters (YYYY).
CEEB	Student's graduating high school CEEB code.
HSType	Student's graduating high school type.
HSGPA	Cumulative High School GPA
HSGPAScale	Institution record of high school GPA.
SATCR	Score submitted for admission, scale 200-800
SATMath	Score submitted for admission, scale 200-800
SATWriting	Score submitted for admission, scale 200-800
ACTComp	Score submitted for admission, 2 digits
EFC	EFC used to award aid at the time of admission (from any formula: institutional, federal, etc.), dollar amount - 0 means no contribution - Null is no FAFSA submitted (no need) - 1.00 (or other single digit) means $1 required contribution

Pell	Did the student receive Pell grant aid at the time of admission? 1 or 0
NeedAid	Need-based grants received at the time of admission. 1 or 0 (Need-based scholarship or grant aid: Scholarships and grants from institutional, state, federal, or other sources for which a student must have financial need to qualify.)
MeritAid	Institutional merit scholarships/grants at the time of admission. 1 or 0
TGiftAid	Total packaged grant for all admitted students in their first cohort year, including any combined institutional, governmental and private aid.
PEAFather	1 = Middle school/Jr. high 2 = High school 3 = College or beyond 4 = Other/unknown
PEAMother	1 = Middle school/Jr. high 2 = High school 3 = College or beyond 4 = Other/unknown
FirstGen	Institutional record of "neither parent having received a four-year college degree"
Athlete	Recruited athlete in the admissions process.
EnrollStat	Current status as of Spring Term 2016 1 = Active (Please include institution-approved off-campus study) 2 = Leave of absence 3 = Withdrew before graduating (If recorded, please exclude known transfers and code them as “6”) 4 = Graduated 5 = Deceased 6 = Transferred-out 7 = Unknown 8 = Did Not Enroll
GradYear	Actual graduation year, if graduated, as of Spring Term 2016.
PrimaryCIP	Major code, Primary CIP, Undecided
SecondCIP	Second major code
FYGPA	Cumulative GPA at end of the first year (June), 0 – 4.0 point scale. (Note: If student withdrew before end of year, ending GPA)
CumGPA	Final Recorded Cumulative GPA on a 0 – 4.0 point scale. (Note: If student withdrew or graduated, ending GPA)

LD	Learning difference or learning disability, submit institutional codes and code definitions.
AR	The overall academic rating as decided by admissions staff during the application evaluation process, if your institution records such a summary code. If a holistic admission rating is used, please also include in a separate column.
PR	The overall personal rating as decided by admissions staff during the application evaluation process, if your institution records such a summary code.
AltEval	Include any alternative means of student evaluation, particularly any that were added at the time of testing de-emphasis. For example, interview rating scale, questionnaire score, portfolio rating, strength of curriculum, etc.
ESL	First or primary language is not English. (Common Application question regarding "First Language")
The following variables were transformed from the above list into those used in the analysis:	
FirstContact_Universal	Universal categories of first contact created for the study.
URM	1 = Hispanic/Latino, American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander 0 = White, Asian, NonRes Aliens, Two or More Races
Diversity	1 = Hispanic/Latino, American Indian or Alaska Native, Black or African American, Native Hawaiian or Other Pacific Islander, Pell, First Gen 0 = White (all remaining cells), Non-Res Aliens, Two or More Races
Expanded Diversity	URM Only, URM+Pell, URM+Pell+FG, URM+FG, No layers
HSGPA_ConvertAll	- Converted all known *unique* scales to 4.0 scale using scales provided by institution, or if missing, consulted the proprietary HS GPA scale database - Converted all 100-point scales to 4.0 - Allowed all others to remain up to 5.99
HSGPA_Truncate	Change all GPAs >4.0 to a flat 4.0
SATConvertAll	Combined SAT CR+M and ACTConv into one comprehensive list. (No writing scores) If both SAT and ACT scores submitted, highest score was used.
EFC-AdjCPI	Adjusted for inflation using the St. Louis Fed's FRED II database urban consumer CPI (CPIAUCSL), base year 2016.
COA	IPEDS total cost of attendance for entering cohort year, accurate for in-state and out-state residents (living on campus not with family), if different

TGiftAid_Adj	Adjusted for inflation using the St. Louis Fed's FRED II database urban consumer CPI (CPIAUCSL), base year 2016.
FFC (Family Financial Contribution)	COA-Adj - Total Gift Aid-Adj
DemonstratedNeed	COA-Adj - EFC-Adj No negative or 0 values
PercentNeed	(DemonstratedNeed/COA-Adj)*100
NeedSeg	Segments derived from value in PercentNeed: 1-HNEED: 75-100% 2-MNEED: 25-74% 3-LNEED: 2-24% 4-NONEED: =<2% (up to <$1000 DemonstratedNeed and NULL EFC)
QualifiedNeed	1 = NeedSeg 1-HNEED, 2-MNEED, or 3-LNEED 0 = NeedSeg 4-NONeed
NeedMet_Seg	Full Pay No Aid = NeedSeg 4-NONEED and TGiftAid-Adj NULL Full Pay + Aid = NeedSeg 4-NONEED and TGiftAid-Adj value Dem Need Not Met = Aid-Need$$ < -$1,000 Dem Need Met = Aid-Need$$ -$1,000 through +$1,000 Dem Need Exceed = Aid-Need$$ > +$1,000
FirstGen_Binary	Combine the three columns. 1 = PEAFather 1,2 AND PEAMother 1,2 OR FirstGen 1 0 = PEAFather 3 AND PEAMother 3 OR FirstGen_Instit 0 Null = PEA 4 (for both mother and father)
Top15	(Based on CEW) 1 Agriculture and Natural Resources 2 Arts 3 Biology and Life Science 4 Business 5 Communications & Journalism 6 Computers & Mathematics 7 Education 8 Engineering 9 Health 10 Humanities & Liberal Arts 11 Industrial Arts and Consumer Services 12 Law & Public Policy 13 Physical Sciences 14 Psychology and Social Work 15 Social Science

STEM	STEM Designated Degree Program List Effective May 10, 2016 1 = ScienceTechnologyEngineeringMath 0 = Non-Stem Major
GPAIncrease	1 = CumGPA higher than FYGPA 0 = CumGPA is lower than FYGPA
AR_10	Converted to 10 point scale, where 10 is the highest and 1 is the lowest
PR_10	Converted to 10 point scale, where 10 is the highest and 1 is the lowest

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ACADEMIC CALENDAR 2029-2030

FALL SEMESTER 2029		
August 20-24	Monday - Friday	Faculty meetings
August 27	Monday	Classes begin
September 3	Monday	Labor Day (university closed)
November 21	Wednesday	Thanksgiving break begins (no classes on Wednesday)
November 26	Monday	Classes resume
December 8	Saturday	Classes end
December 10-15	Monday - Saturday	Final examinations
December 15	Saturday	Fall graduate commencement
December 16	Sunday	Fall undergraduate commencement
SPRING SEMESTER 2030		
January 7-11	Monday - Friday	Faculty meetings
January 14	Monday	Classes begin
January 21	Monday	Martin Luther King, Jr. Birthday (university closed)
March 10-17	Sunday - Sunday	Spring recess
March 18	Monday	Classes resume
April 14	Sunday	Honors Day
May 2	Thursday	Classes end
May 3	Friday	Reading Day
May 4, 6-10	Saturday, Monday - Friday	Final examinations
May 10	Friday	Spring graduate commencement
May 11	Saturday	Spring undergraduate commencement
SUMMER SEMESTER 2030		
June 17	Monday	Classes begin
July 4	Thursday	Independence Day observed (university closed)
August 11	Sunday	Summer session ends

GUIDELINES AND PRINCIPLES FOR ESTABLISHMENT OF THE ACADEMIC CALENDAR

1. Instruction in the fall semester will begin on the last Monday in August and end on a Saturday in December that falls between December 5 and 11. Final examinations for the fall semester will begin on the first Monday after the last day of classes and conclude on Saturday of that same week. Dates for the first day of examinations will range from December 8 to 14.

   If the last Monday in August is August 29, 30 or 31, the instruction for that fall semester will begin on the fourth Monday in August and conclude on the first Saturday in December. In any of these events, final examinations will run from December 5 to 10, December 6 to 11, or December 7 to 12, respectively. Graduate commencement will be held on the Saturday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Sunday immediately following final examination week.

2. Instruction in the spring semester will begin on the second or third Monday in January that falls between January 11 and 17, unless this date coincides with Martin Luther King Jr.'s birthday (the third Monday in January). In such an event, instruction will begin on the Tuesday following Martin Luther King Jr.'s birthday. The spring semester will conclude on a Thursday that falls between April 30 (April 29 in some leap years) and May 6. The Friday immediately after the last day of classes will be Reading Day.

   University Honors Day will be included in the academic calendar so as to occur each spring on the second Sunday prior to Reading Day (two weeks before the end of the spring semester). In those years when this date is also Easter Sunday, University Honors Day will be scheduled on the third Sunday prior to Reading Day.

   Final examinations for the spring semester will begin on the first Saturday after Reading Day and continue Monday through Friday of the next week. Graduate commencement will be held on the Friday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Saturday immediately following final examination week.

3. Fall and spring semesters will formally begin one week prior to the beginning of classes and conclude within one week after final examinations. When classes start on Monday, August 22, faculty meeting week will be adjusted to take place from Tuesday to Friday, August 16 to 19, in order to comply with nine-month faculty contracts (which begin August 16 and conclude May 15).

4. Summer session will begin on the sixth Monday after final examinations of the spring semester and conclude on a Sunday, eight weeks later. Some academic departments may offer limited enrollments in workshops, field trips, or other classes during the four weeks prior to the traditional start of the summer session.

5. Student-faculty vacation periods and holidays will include:

Thanksgiving – the Wednesday prior to the fourth Thursday through Sunday

Period between Christmas and New Years – university usually closed

Martin Luther King Jr.'s birthday – the third Monday in January

Spring recess – the ninth week after the beginning of classes, Sunday - Sunday

Memorial Day – observed the last Monday in May

Independence Day – one day only, observed on Friday when July 4 occurs on Saturday and observed on Monday when July 4 occurs on Sunday

Labor Day – the first Monday in September

6. The academic calendar for the College of Law will conform to the student-faculty vacation periods and holidays in section 5, as amended from time to time, but may otherwise vary from the above guidelines and principles.

These guidelines will provide the necessary 35 days between the end of pre-registration in the fall and the first day of registration in the spring; provide the requested one-week recess between the end of the summer session and the first contract day for faculty in the fall; and allow early access to the summer job market in May for NIU students.

Approved by the University Council April 12, 1978; revised and approved on May 2, 1979; revised and approved on May 2, 1984; revised and approved on March 9, 1988; revised and approved March 20, 1996; revised and approved March 18, 1998; revised and approved February 12, 2003; revised and approved February 16, 2011; revised and approved February 22, 2012; revised and approved April 3, 2013.