



FACULTY MANUAL

Revised December 2022



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Our mission is to help develop individuals for the next generation of religious leadership – whatever that may be. We are committed to transforming society towards greater justice and mercy.

To this end, we have several theological commitments that guide us here at CTS. At the front of this list are our commitments to racial and social justice, to gender issues, to LGBTQ rights, and to interreligious understanding.

Statement of Mission & Commitments

Approved by the CTS Board of Trustees, October, 2017

Chicago Theological Seminary, a seminary affiliated with the United Church of Christ, serves God, Christ's Church, multiple faith communities, and the larger world by educating persons theologically and cultivating the intellectual, pastoral, and spiritual capacities of lay and ordained religious leaders, scholars, and activists who contribute to the increase of justice and mercy.

Inspired by the ministry of Jesus, guided by the Spirit of the Divine, and nurtured by faith and culture, we strive to create a sacred learning community that educates for public ministry, based upon the following interwoven commitments:

- We are committed to a life of mutual teaching and learning, to academic excellence, to open inquiry, and to critical engagement of texts, contexts, and practices in all of our educational programs;
- We are committed, in a world suffering from spiritual impoverishment, which is characterized by meaninglessness, lovelessness, and hopelessness, to proclaim a message of divine purpose, compassion, and promise;
- We are committed, in a society structured by white supremacy and racism, to challenge white privilege, to combat the forces of racial division and domination, and to equip leaders who embrace and celebrate racial, ethnic, and cultural diversity;
- We are committed, in a global context of religious conflicts and a society structured by Christian privilege, to joyous embrace of religious diversity, expanding our groundbreaking work in Jewish, Christian, and Islamic Studies to advance understanding and collaboration among the rich multiplicity of spiritual traditions and lifestances;
- We are committed, in a world governed by sex and gender binaries, to advocate gender justice, to nurture movements for women's equality, and to liberate humanity from restrictive gender norms;
- We are committed, in a world governed by the presumption of heterosexual expression, to challenge homophobia, to celebrate lesbian, gay, bisexual, transgender, and other individuals within the spectrum of human sex and sexuality, and to develop leadership to encourage faith communities to become more open and affirming;
- We are committed, in a world stratified by economic and social class, to challenge the structures that sustain poverty and economic disenfranchisement, and to join

the struggle, as companions with the poor, for liberation of all from want, homelessness, hunger, and disease;

- We are committed, on a fragile planet threatened by pollution and exploitation, to interrogate ecological policies, theologies, and practices, and to challenge materialism and the devaluation of creation; and,
- We are committed, in recognition that social divisions are local, national, and global, to international collaboration among individuals and institutions with similar commitments to our own.

In all these ways, we embrace not only the rhetoric but the reality of diversity, and recognize the vital intersectionality of our commitments, working together to do justice, love mercy, and walk humbly with our God. We invite others to join us.

INTRODUCTION

Affiliated with the United Church of Christ, CTS is proud of its history as an interdenominational Seminary with interreligious commitments. Through the years we have welcomed faculty and students of various lifestances. Such diversity has been and will continue to be an integral component of the Seminary. Neither Christian convictions nor ordination are prerequisites for appointment to our faculty, although historically many of the faculty have been ordained Christian ministers. Because of our special interests in the intersections of religious scholarship and public leadership, participation in the life of religious institutions and community organizations is an appropriate dimension of faculty involvement.

What follow are the basic rules, regulations, and guidelines that govern an individual faculty member's relation to the Seminary and describe the corporate responsibilities of the faculty. This manual does not, however, constitute a contract of employment, express or implied. The Seminary, because it is small, aims at flexibility, not rigidity. Thus the following chapters are not irrevocable, iron-clad law, but rather are to be seen as the most basic statement of those rights and responsibilities which are the basis for an open, creative, and harmonious community of scholars.

Chapter I: The Faculty

I. Definition of Faculty Positions

A. Full-time Faculty

Full-time faculty consists of the following ranks: Instructor, Assistant Professor, Associate Professor, Professor. While individual circumstances may vary, the following definitions can generally be held to pertain.

1. A person may be appointed Instructor who has not yet earned, but is studying for, an academic doctorate.
2. A person may be appointed Assistant Professor who is in possession of an academic doctorate and who is under appointment to a non-tenured three-year position.
3. A person may be appointed Associate Professor who is in possession of an academic doctorate, who has demonstrated excellence in teaching, in scholarly achievement (usually in the form of a major publication such as a book), or the equivalent in other sorts of professional activity. Unless explicitly stated to the contrary, this position holds tenure.
4. A person may be appointed Professor who has demonstrated high achievement in teaching and substantial scholarship, usually in the form of at least two major

publications, or the equivalent in professional activities. This is a tenured position.

5. Normally the President of the Seminary is appointed to an appropriate academic rank without tenure.
6. Other academic professionals may be appointed to an appropriate professorial rank without tenure.

B. Part-time Teaching Personnel

Part-time faculty may consist of Visiting Faculty (of all ranks), Affiliated Faculty (of all ranks), Adjunct Faculty (of all ranks), Clinical Faculty (of all ranks), and Teaching Associates. None of these positions carries tenure.

1. The title of Visiting Faculty may be given to a person teaching at the Seminary for a limited period of time only, whether teaching full-time or not.
2. The title of Affiliated Faculty may be given to a person teaching on a part-time basis who, by approval of the full-time faculty on recommendation of the Academic Dean and/or President, retains an ongoing relationship with the Seminary. (See further below.)
3. The title of Adjunct Faculty may be given a person teaching on a part-time basis. The instruction may occur at the Seminary as a regular course. It may also occur at an institution within which the person is employed if credit for work taken there is allowed students of the Seminary. (See further below.)
4. The title Clinical Faculty may be given a person teaching in subject areas for which clinical credit may be awarded the student. Such instruction may, but need not, also carry academic credit.
5. The title of Teaching Associate may be given a person working with individual students in the areas of clinical placement.
6. The title of Fellow may be given a person teaching and/or working with individual students, committees in the Ph.D. Program and/or concentrations.

C. Affiliated vs Adjunct Faculty (Approved January 2015)

1. Adjunct Faculty

- An Adjunct Faculty member is normally contracted on a single, course-by-course basis, though multiple sections of a course may be offered to meet enrollment needs. However, Adjunct Faculty members may teach more than one course for CTS, whether concurrently or in different terms.
- Adjunct Faculty members are paid at a per course rate determined each year by the school's Leadership Team as part of the budgeting process.

- Each Adjunct Faculty member will be given a CTS email address and encouraged to use that address to communicate with students and CTS employees while teaching a CTS course. The CTS email address may be disabled once an Adjunct Instructor has submitted his/her/their grades to the Registrar and final payment has been processed through the Dean's office.
- Adjunct Faculty members who are teaching online will be put in touch with the Director of Online Learning, and given access to teaching resources in our current online learning platform.
- CTS Adjunct Faculty will be announced at the beginning of each term in communications from the Dean's office (Dean's Newsletter, Dean's Report to the Board, etc.) and may be listed as Adjunct Faculty on the CTS website for the duration of their teaching appointment.
- Course evaluations for Adjunct Faculty will be reviewed regularly by the Dean, and discussed with Adjunct faculty members as necessary or upon request.
- Adjunct Faculty members who receive adequate course evaluations in their first term may be offered additional teaching opportunities in subsequent terms.
- The full-time faculty may request input from Adjunct Faculty on a student's performance for purposes of student learning and degree program assessment.
- The Dean will consult annually with full-time faculty regarding Adjunct Faculty contributions.

2. Affiliated faculty

- Affiliated Faculty members have an ongoing relationship with the institution, though this relationship normally does not entail full-time employment.
- Affiliated Faculty members are paid at a per course rate that is normally higher than that paid to Adjunct Faculty members, determined each year by the school's Leadership Team as part of the budgeting process.
- Each Affiliated Faculty member will be given a CTS email address and encouraged to use that address to communicate with students and CTS employees. Affiliated Faculty email addresses remain active during terms when the faculty member is not teaching.
- Affiliated Faculty members will normally be given access to CTS databases and other electronic Learning Commons resources, subject to financial and legal (contractual) constraints.
- Normally, Affiliated Faculty members will have an earned doctorate (Ph.D. or D.Min.) in hand, though exceptions may be made in cases where an Affiliated Faculty member brings significant ministerial or other professional experience to the CTS curriculum.
- Prior teaching experience (whether at CTS or elsewhere) is required for Affiliated Faculty members.
- Affiliated Faculty members are approved by the full-time faculty as a whole, upon recommendation by the Academic Dean. Once affiliation is approved, Affiliated Faculty members will receive a letter of affiliation from the President, which includes specification of a title.
- Agreements for teaching individual courses will be generated by the Dean's office.

- Affiliated Faculty members will be listed on the CTS website as Affiliated Faculty members so long as the affiliation continues, whether or not the faculty member is teaching in a given term.
- Affiliated Faculty members who are teaching courses in a given term will be included in lists of non-full-time Instructors announced at the beginning of each term in communications from the Dean's office (Dean's Newsletter, Dean's Report to the Board, etc.).
- Affiliated Faculty members who are teaching online will be put in touch with the Director of Online Learning, and given access to teaching resources in our current online learning platform.
- Course evaluations will be reviewed regularly by the Dean, and discussed with Affiliated Faculty members as necessary.
- The full-time faculty may request input from Affiliated Faculty members about a student's performance for purposes of student learning and degree program assessment.
- At least once during every academic year, the Dean will solicit input from Affiliated Faculty about curricular and assessment matters.
- The Dean will consult annually with full-time faculty regarding Affiliated Faculty contributions.
- Affiliated Faculty will be invited to public campus events throughout the year, and may be invited to additional events for faculty and/or staff.
- Affiliated Faculty will be invited to march with the full-time faculty in Convocations, Commencement, and comparable events.

II. Appointment and Reappointment of Full-time Faculty

- A. Full-time faculty are appointed by the Board of Trustees upon recommendation by the President and Academic Dean after an interview with the faculty and an affirmative majority vote regarding appointment and rank of all full-time faculty members. The search for a new member of the faculty normally proceeds as follows:
 1. The Board of Trustees authorizes a search. When there is a vacancy on the faculty, or when there is a compelling case to be made to the Trustees to expand the faculty, the Dean requests that the Board of Trustees commit the funds in the budget for salary and that the Board give its approval to the commencement of a faculty search.
 2. The faculty writes a job description and sends out advertisements. The Chicago Theological Seminary is an equal opportunity employer and committed to open and accountable searches. To this end, all faculty positions, with the exception of short-term, adjunct positions, are publicly advertised.
 3. The Dean appoints a faculty person to chair the search committee and at least one other faculty member of the search committee. The chairperson of the faculty search committee is someone already on the faculty, ordinarily of senior rank, who is in the same or a related field as that of the position to be filled. Other faculty members are appointed but not necessarily of a senior rank.

4. The Dean appoints a student representative to the search committee, generally from among the student representatives to Academic Council. It is the responsibility of this student to read dossiers, attend search committee meetings as invited, and receive student input. When a short list of candidates has been decided by the search committee, the student representative may make a report to the student body. With the assistance of the search committee, the student representative makes sure that students are notified of when campus visits of candidates will be held. The student representative should arrange to be present when candidates meet the student body.
 5. The Search Committee prepares a short list and presents it to the faculty. When the search committee is satisfied that they have one or more candidates who look promising, in consultation with the Dean, who is an ex-officio member of all committees, the search committee schedules interviews and campus visits. Interviews off-campus, at academic meetings, for example, may be conducted, but the Seminary is committed, where financially possible, to having at least the first choice candidate visit the campus.
 6. The faculty and the Dean nominate a candidate to the Board of Trustees. The Board of Trustees makes the final selection of a faculty member with the input of the President, the faculty and the student body via their representative. The Board of Trustees selects the candidate and then instructs the President to approach the candidate.
 7. When a candidate has agreed to join the CTS faculty and an agreement is finalized, an announcement is made to the whole community. Sometimes two and three candidates must be approached and statements made prematurely can be embarrassing to candidates who, while not the first approached, are excellent candidates and in no sense “second best.” Therefore, no announcement is made until an agreement is concluded.
 8. A public announcement is made of the appointment. Through our own CTS publications and in UCC and other venues, the appointment, especially of senior ranks, is announced.
- B. The criteria for all such appointments are to be (a) concern for excellence in teaching, (b) scholarly achievement or promise thereof, and (c) basic agreement with the general educational policies of the Seminary.
- C. Re-appointment of non-tenured full-time faculty is contingent upon demonstration of development of excellence in teaching, scholarly achievement and contribution to the ongoing life of the Seminary through committee work and work with students. Such reappointment is made by the Board of Trustees upon recommendation of the President and Academic Dean after an affirmative majority vote of the tenured faculty.
- D. While individual circumstances may vary, normally appointment at the rank of Instructor is for one year, for a maximum of four years, and at the rank of Assistant Professor, three years, for a maximum of two terms.

III. Promotion of Full-time Faculty

- A. In general the suggestions contained in the document Academic Freedom and Tenure, adopted at the 1976 Biennial Meeting of the Association of Theological Schools, are to be followed.
- B. This Seminary promotes individuals for the good of the institution. Promotions are granted by the Board of Trustees upon recommendation by the President and Academic Dean, after approval by a majority vote of all tenured faculty.
- C. A person must be considered for promotion to the rank of Associate Professor with tenure no later than the beginning of the last year of the second of two three-year appointments at the rank of Assistant Professor. Consideration may be given, however, for years taught at the rank of Instructor, or for a previous appointment at the rank of Assistant Professor in some other institution or for exceptional scholarly productivity. Such consideration would permit an earlier consideration for promotion. Normally, this earlier consideration for promotion would come no earlier than the first year of the second three-year contract.
- D. Promotion to the rank of Associate Professor normally entails the publication of a book or the equivalent in addition to demonstration of excellence in teaching and contributions to the life of the Seminary, religious communities, and the wider academic community. Scholarship, teaching, and service are considered in promotion and tenure decisions. Normally, the following procedure will be followed:
 1. Tenured faculty will gather once in the fall and winter/spring terms at the call of the senior faculty member in order to discuss development, mentoring, and promotional issues pertaining to junior faculty.
 2. If the consensus of that meeting is that a person is ready for promotion to Associate Professor, the Dean is then instructed to approach the faculty person in question to discuss the promotional process. In any case, if a junior faculty member wishes to seek promotion, the faculty member writes a formal letter of request to the Dean to be considered for Associate Professor. It can take approximately one year to move from this stage to final consideration of the application.
 3. If the Dean and tenured faculty support tenure consideration, the faculty member prepares a portfolio for review, including a cover letter making the case for advancement, an updated CV, and publications. A book is considered to be of primary importance. The faculty member also provides several names of scholars who could serve as qualified outside reviewers of the portfolio.

4. The Academic Dean solicits reviewers, generally two from the applicant's list and one suggested by other faculty members. Copies of the portfolio are made available to reviewers and to all tenured faculty.
 5. The Dean's office distributes the external reviews and some of the faculty member's syllabi and CTS course evaluations to tenured faculty for their review along with the portfolio.
 6. The Academic Dean calls a meeting of the tenured faculty for the purpose of making an appropriate recommendation to the Board of Trustees. If the Dean is not tenured, a senior professor is asked to chair the meeting.
 7. If the tenured faculty agree to promotion, the recommendation goes to the President.
 8. The Academic Dean takes the recommendation of the tenured faculty to the Academic and Student Affairs Committee of the Board of Trustees.
 9. The Committee takes the recommendation to the full Board.
 10. Once the Board approves the recommendation, the new title is effective immediately. Adjusted salary and benefits begin with the next academic year.
- E. Assistant Professors holding full-time appointment but carrying half-time administrative responsibilities should be given nine years from initial appointment (three (3) three-year contracts) before a tenure decision must be made. The sabbatical policy for these persons is the same as that for all full-time faculty.
- F. Promotion to Full Professor normally entails the demonstration of significant scholarly productivity in addition to continued excellence in teaching and service.
1. Full Professors are called by the senior faculty member to meet at least once each academic year to discuss promotional considerations, particularly regarding Associate faculty members.
 2. If the consensus of that meeting is that a person is ready for promotion to Full Professor, the Dean is then instructed to approach the faculty person in question to discuss the promotional process. In any case, if the faculty member wishes to seek promotion, they write a formal letter of request to the Dean to be considered for Full Professor. It can take approximately one year to move from this stage to final consideration of the application.
 3. If the Full Professors support consideration for promotion, the faculty member prepares a portfolio for review, including a cover letter making the case for advancement, an updated CV, and publications. A book is considered to be of primary importance. The faculty member also provides several names of

scholars who could serve as qualified outside reviewers of the portfolio, individuals who can comment on the faculty member's reputation outside the institution, contributions to scholarship, to the guild, and to the broader community.

4. The Academic Dean solicits reviewers, generally two from the applicant's list and one suggested by other faculty members. Copies of the portfolio are made available to reviewers and to all Full Professors.
 5. The Dean's office distributes the external reviews and some of the faculty member's syllabi and CTS course evaluations to Full Professors for their review along with the portfolio.
 6. The Academic Dean calls a meeting of the Full Professors for the purpose of making an appropriate recommendation to the Board of Trustees. If the Dean is not a Full Professor, a senior professor is asked to chair the meeting.
 7. If the Full Professors agree to promotion, the recommendation goes to the President.
 8. The Academic Dean takes the recommendation to the Academic & Student Affairs Committee of The Board of Trustees.
 9. The Committee takes the recommendation to the full Board.
 10. Once the Board approves the recommendation, the new title is effective immediately. Adjusted salary and benefits begin with the next academic year.
- G. A person considered for, but not granted, tenure must be so notified with at least one academic year left on their contract, or provided an extension of the contract to meet the minimum. Upon petition of the faculty member not granted tenure, the tenured faculty may recommend to the Board the granting of a third contract, the length to be determined by the faculty and the Board of Trustees.
- H. A retired tenured faculty member may be granted the rank of Emeritus Professor by the Board of Trustees upon the recommendation by the President and Academic Dean, after approval by a majority of all tenured faculty.

IV. Academic Grievance

These procedures for academic grievance are intended to ensure fair treatment of students in regard to educational or related concerns. A starting assumption for the use of these procedures is that faculty members have ultimate responsibility for the evaluation of student progress and the assigning of grades in their courses. A student's unhappiness with a grade normally does

not rise to the level of academic grievance, though disagreements about grades may be involved in academic grievance under exceptional circumstances.

Complaints regarding discrimination or harassment are handled under the Seminary's Anti-Discrimination, Anti-Harassment policies. Complaints about the fitness of a faculty member are handled under Faculty Discipline procedures.

A. First Level:

In a matter where there is disagreement between a student and a member of the faculty, or between a member of the faculty and other members of the Seminary community, the parties involved with one another should first speak with one another, clarifying the nature of the problem, the issues involved, and possible responses or solutions to the conflict, with the goal of coming to a mutually agreed upon resolution of the matter among themselves without additional participation from other members of the community.

B. Second Level:

If a conflict is of a nature or intensity that the procedure outlined in the First Level is not adequate or appropriate, any of the parties involved may request that the Academic Dean join them in a conversation where the following process will be followed:

1. The persons involved in the conflict will attempt to state the nature of the conflict and describe their understanding of what is at stake in the disagreement. Each party will also describe their involvement thus far in the situation.
2. The persons involved will then have the opportunity to suggest ways in which they believe the conflict might be resolved.
3. With the third-party involvement of the Academic Dean, the persons involved will work in a collaborative effort to explore and then choose a satisfactory response and resolution to the conflict. Such collaboration may involve a single meeting or several meetings.
4. If the Academic Dean is one of the subjects of a conflict, the President will fill the role of Academic Dean described above.
5. The Academic Dean may make a written recommendation to the parties at the conclusion of this process.

Third Level:

In a dispute where a resolution satisfactory to both parties is not achieved at the first or second level within 30 days, the Academic Dean will meet again with both parties as well as a senior faculty member (holding the rank of Full Professor), with each party involved in the conflict having the opportunity to describe:

1. The nature of the problem as s/he perceives it;
2. the intellectual, theological, communal, personal, or emotional issues involved; and
3. the significance of the issues and what is at stake for each person involved.

Either the student or the faculty member may choose to bring to this meeting a supportive student or faculty colleague. In cases where the Academic Dean is one of the subjects of a conflict, the President will fill the role of Academic Dean described above.

At such time, in a spirit of collaboration, each person in this group will suggest various responses and resolutions to this conflict. Where such collaboration is not possible because of the dimensions or intensity of the conflict, the Academic Dean and the senior faculty member will determine what measures will be taken in an effort to resolve the dispute. At this stage, possible remedies range from further mediation (informal or formal) to referrals to the policy on Student Non-Academic Discipline (described in the Student Handbook) or the policy on Faculty Discipline Procedures for Appointed Faculty (described further below).

V. Faculty Discipline Procedures For Appointed Faculty

- A. Introduction: CTS accepts and follows the principles contained in the document Academic Freedom and Tenure of the Association of Theological Schools in its relationships with its faculty members. The principles governing dismissal set forth in the Association of Theological Schools document and in the Statement on Procedural Standards in Faculty Dismissal Proceedings from the American Association of University Professors Policy Documents and Reports – 1990 Edition, have been used as guides in the development of these procedures addressing the dismissal of a faculty member. A faculty member may not be dismissed except in accordance with these procedures.
- B. Inquiry and Review: When information is presented questioning the fitness of a faculty member, the Academic Dean will conduct a preliminary review of that information with the faculty member. If the Academic Dean is the subject of the inquiry, the President will conduct the review. If after the preliminary review, it is determined that the information warrants further consideration, a review committee consisting of the President, the Academic Dean and two faculty members selected by the full-time faculty shall hold a confidential inquiry into the situation to effect an appropriate adjustment. If the review committee believes that the conduct of a faculty member justifies imposition of a sanction, such as a reprimand or a period of probation, or suspension, it will notify the faculty member of the basis of the proposed sanction and provide that faculty member with an opportunity to persuade the review committee that the proposed sanction should not be imposed. If the review committee believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a reprimand, probation, or suspension for a stated period, the review committee may institute the procedures

outlined in C-L of this section. If an adjustment is not possible or not effected, the review committee shall determine whether dismissal proceedings should be instituted. The basis for such proceedings shall include, but not be limited to, incompetence, moral delinquency or failure to perform duties. Moral delinquency includes, but is not limited to, abuse of power, deception, manipulation, misuse of the office of pastor, scholar, teacher, and coercion of personhood or relationships.

- C. Notice of Right to Hearing: If the reviewing committee determined that formal proceedings should be instituted to consider the faculty member's dismissal, a written notice shall be sent to the faculty member by the President, informing the faculty member of the basis for dismissal and advising the faculty member of his or her right to request a hearing. The written notice will advise the faculty member that if a request for a hearing is not received within thirty days from receipt of the Notice, that the right to a hearing will have been waived. If a hearing is waived, the reviewing committee will make a recommendation and forward that recommendation along with all supporting material to the Board of Trustees for review and action.
- D. Appointment of Hearing Committee: If the faculty member requests a hearing, a three-person hearing committee consisting of two faculty members selected by the President who are not members of the reviewing committee and one Trustee selected by the Chair of the Board of Trustees shall be appointed. The President shall select the Chair of the Hearing Committee.
- E. Written Notice of Hearing: Written notice of the time, place and date of the hearing together with the basis or bases for removal from the faculty and relevant supporting information shall be hand delivered or mailed to the faculty member by registered or certified mail not less than thirty days prior to the scheduled hearing date. The Notice shall advise the faculty member that he/she/they may appear with legal counsel and with such other representatives, including other faculty members, as he/she/they may choose and submit such information as the faculty member deems appropriate to show that removal from the faculty should not occur. The faculty member shall also be advised in the Notice that he/she/they may submit a written statement not less than five days before the hearing specifying those matters in the Notice with which he/she/they disagrees and the reasons for such disagreement.
- F. Suspension/Reassignment: Until a final decision is reached by the Hearing Committee, the faculty member may be suspended or assigned to other duties in lieu of suspension if immediate harm to the faculty member or others is threatened by the faculty member's continuance in that position. The propriety, length, nature, and conditions of suspension or reassignment will be made by the review committee. The faculty member's salary will continue during the period of suspension.
- G. Pre-Hearing Meeting: The Hearing Committee may, with the consent of the faculty member and President, hold joint pre-hearing meetings with the parties in order to: (1) simplify the issues, (2) effect stipulations of facts, (3) provide for the exchange of

documentary or other information, and (4) achieve such other appropriate pre-hearing objectives as well as facilitate an effective, fair, and expeditious hearing.

- H. Conduct of Hearing: At the hearing, the basis for removal together with relevant supporting information will be presented to the Hearing Committee by a representative of the President. The Seminary's legal counsel or other representative may be present at the hearing to assist in the presentation of information to the Hearing Committee. The faculty member and/or his or her legal counsel or other representative shall have the opportunity to be heard, to rebut the information presented by the President's representative, to present and examine witnesses, to introduce written evidence, to cross-examine or challenge any witness presented in support of removal and to present such information on the faculty member's behalf as the faculty member deems proper to refute the charges. Where a witness cannot appear, the identity of the witness and the witness's written statement shall be presented to the Hearing Committee.

The hearing need not be conducted according to the rules of law relating to the examination of witnesses or the presentation of evidence. All information related to the basis for the faculty member's removal shall be admissible at the hearing whether or not such information would be admissible in a court of law. The purpose of the hearing is to assemble as much information as practicable regarding the basis for the proposed removal and the Hearing Committee shall be entitled to take into account any such information of the type normally relied upon by individuals of reasonable prudence in the conduct of important personal matters. The Chair of the Committee shall make all determinations as to the relevance of information sought to be presented.

A record shall be kept of the hearing and the information presented. The recording mechanism may be accomplished by the use of a court reporter, electronic recording unit, or detailed transcription.

- I. Publicity: The hearing shall be private except under unusual circumstances and then only if both the President and the faculty member agree that it shall be public. Public statements about the matter by the faculty member, the administration, other faculty members and the Trustees are to be avoided as far as possible until the proceedings are completed. The Hearing Committee's decision shall not be made public until consideration of the matter has been completed by the Trustees.
- J. Decision of the Hearing Committee: The Hearing Committee shall conduct its deliberations and determine whether or not the faculty member should be removed. It will make explicit findings with respect to each of the grounds for removal. The Hearing Committee may proceed to a decision without a transcribed record of the Hearing.
- K. Notice of Decision: The President, the Chair of the Board of Trustees, and the faculty member shall be notified in writing of the decision and the findings of the Hearing Committee. A copy of the transcript of the proceedings, when available, shall be given to the President, the Chair of the Board of Trustees, and the faculty member.

- L. Consideration by the Trustees: The faculty member may request an appellate review by the Trustees of the decision of the Hearing Committee within thirty days after receipt of notice. Such request shall be in writing and shall be sent by registered or certified mail to the Chair of the Board of Trustees. If such appellate review is not requested within thirty days, the faculty member shall be deemed to have waived the right to review and to have accepted the decision of the Hearing Committee. Thereupon the Trustees shall review and take action on the decision of the Hearing Committee.

If the faculty member requests an appellate review by the Trustees, that review shall be based on the hearing record together with any written statement and/or oral statements the faculty member wishes to submit. If the faculty member requests the opportunity to make an oral presentation, the faculty member and his or her legal counsel or other representative shall be permitted to speak against the adverse decision and to respond to questions from the Trustees. A representative of the Hearing Committee shall also be allowed to make oral presentation before the Trustees.

Information not presented during the hearing or otherwise not reflected in the record shall be introduced during the appellate review at the discretion of the Trustees only under exceptional circumstances and only if the faculty member and/or the Hearing Committee are provided adequate opportunity to review such information and respond to same.

Within thirty days of the conclusion of its review, the Trustees shall determine whether to uphold, reject, or impose a lesser sanction than that proposed by the decision of the Hearing Committee. The Chair shall send notice of the decision of the Trustees to the faculty member, the President and to the Chair of the Hearing Committee. The decision of the Trustees on the matter shall be final and binding.

VI. Resignations

Notice of resignations should be given to the President in due time to provide suitable replacement.

- A. In the case of Professor and Associate Professor, a year's notice should be given.
- B. In the case of all other ranks, six months' notice should be given.

VII. Responsibilities of Individual Faculty Members

- A. Teaching Load: The normal teaching load for a full-time faculty member is two three-credit courses in each of two extended terms per academic year, plus one intensive course in alternate years. Arrangements may be made with the Dean to fulfill this responsibility in

alternative fashion, e.g. teaching the “fifth” course in an extended term or distributing the load throughout the academic year. Arrangements may also be made by the Academic Dean to lighten the normal teaching load or other faculty responsibilities in compensation for additional administrative and instructional duties.

Stipends are provided for faculty directing degree programs on top of a full teaching load. Additional stipends are provided for faculty members who teach above their regular teaching load, as specified further below. Faculty members may also provide directed reading or independent study courses, consistent with the school’s policies on such courses. If a course within a faculty member’s normal teaching load is cancelled due to undersubscription, the faculty is to contribute through additional administrative tasks, presentations during Faculty Caucus or Seminary events or other teaching opportunities as discussed in collaboration with the Dean.

B. Overload Teaching Payment Policies (Revised 2021):

Payment Schedule for Overload Teaching Stipends paid to Full-Time Faculty (above regular teaching load as approved by Academic Dean):

1. For purposes of this policy, “new course” includes creating an online version of a course previously taught face-to-face.
2. When a new course (above load) is mounted and subscribed: Instructor receives 50% of an overload stipend when course is mounted online. Instructor receives 50% of an overload stipend when course is completed and grades are posted.
3. When a new course (above load) is mounted but not subscribed: Instructor receives 40% of an overload stipend when course is mounted online. Instructor receives no additional payment because course is not subscribed and taught.
4. When an existing course (above load) is mounted and subscribed: Same as #2. When an existing online course (above load) is mounted but not subscribed: Instructor receives nothing.
5. Additional sections of an online course may be needed if enrollment exceeds in a significant way institutional caps for online course enrollment. If a faculty member who is already teaching an online course agrees to additional section(s) of that same course, there will be no additional payment up-front for mounting additional sections since that work has already been done. However, the faculty member will receive an additional payment, equivalent to 60% of an overload stipend, when grades are submitted for teaching the additional section(s).
6. If a required online course is being taught by an Adjunct or Affiliated Faculty member and a second section is needed, the Adjunct/Affiliated Faculty member will receive an additional Adjunct/Affiliated stipend when grades are submitted.

7. The Dean or Associate Dean will authorize payment for mounting an online course after consultation with the Instructor and/or the Director of Online Learning confirms that a course has been mounted.
 8. Enrollment numbers by the first day of class will be confirmed via consultation by the Dean and the Instructor with the Registrar. Insufficient enrollment may require the Dean to cancel a class or a section.
 9. When a course is co-taught above regular teaching load by two full-time faculty members, the stipends will be split.
 10. Courses taught as part of regular teaching load do not receive stipends.
 11. Adjunct and Affiliated Faculty teaching online courses will be paid on the same percentage schedule for courses that are subscribed, but at adjunct/affiliated rates.
 12. The Dean or Associate Dean will request payment for completion of a course after confirming with the Registrar that grades have been submitted.
 13. Stipend amounts will be reviewed annually by the Academic Dean and the President. Overload stipends are determined as part of the budgeting process along with teaching stipends for Affiliated and Adjunct Faculty members.
- C. Meetings: Each faculty member is expected to participate in faculty and committee meetings, including monthly meetings of Academic Council, degree programs, and faculty caucuses as scheduled.
- D. Advising: Each faculty member is expected to participate in student advising at both the masters and doctoral levels. Policy and best practices are periodically updated (current: August 2021). In some cases, student advising may include advising particular student groups as interest of individual faculty members and Seminary needs determine.
- E. Corporate Responsibilities: Each faculty member is expected to participate in various corporate responsibilities, including attendance at the annual fall faculty retreat, orientation activities, academic convocations, and commencement exercises. Faculty should be available to speak with prospective students when possible and, as schedule permits, be present at the meetings of the Board of Trustees.
- F. Research and Professional Responsibilities: Each faculty member is encouraged and expected to carry out research and professional activities that contribute to the advancement of the field(s) of expertise in which he or she is engaged. In order to execute a specific research project, a faculty member may petition the Academic Dean for a reduced teaching load in a given term. The Academic Dean and the President will make the final decision on such a petition.

Because CTS offers degrees at both masters and doctoral levels, aimed at both academic and professional ministry constituencies; and because of the multi-disciplinary nature of its degree programs and of the research interests of its faculty, CTS recognizes that the scholarly contributions of its faculty will involve a range of foci, methods and modes of communication. The communication of research takes place in books, published essay collections, academic journals, professional ministry journals, public lectures or lecture series, papers read at the meeting of an appropriate learned society, written or other contributions in the media, new courses inside the Seminary, and retreats or workshops for a non-academic audience outside the Seminary. With due regard for the distinctive nature of these venues, indicators of excellence include but may not be limited to originality, logical rigor, distinctiveness of ideas, creativity of expression, independence of thought in identifying projects and framing issues for analysis, advancement of a theoretical viewpoint or a perceptive and balanced criticism of such a viewpoint, significant and important intellectual impacts, public theological relevance, and the inclusion of neglected perspectives such as those of women, or racial, ethnic, and other minoritized voices.

Faculty members are considered for tenure who have achieved already and who show promise of continuing to achieve a level of excellence in their contribution to the scholarship, research, or constructive arguments appropriate to their field. The minimum requirement for demonstrating such excellence for purposes of tenure and promotion to the level of Associate Professor is normally publication of a solely-authored book supplemented by articles and other research; and the minimum requirement for demonstrating such excellence for purposes of promotion to the level of Full Professor is normally publication of a second solely-authored book supplemented by articles and other research. (See Section on Promotions and Tenure.) Both past achievements and future promise, both the quantity and quality of completed work, are considered in determining one's eligibility for tenure and/or promotion. However, all full-time members of the CTS faculty are expected to engage in research and the communication of research results in an ongoing way, before and after the granting of tenure. Discussion of faculty research activities and plans will constitute a regular part of each faculty member's annual review. Faculty research activities are also shared with the CTS community in Convocation addresses, in reports to peers at the annual faculty retreat, and in reports to the Board at the end of each academic year.¹

- G. Seminary/Community/Religious Programs: Each faculty member will, when possible, cooperate with the Seminary (e.g., Development, Recruitment) in its programs of dialogue with and assistance to the varying religious communities. When initiated by the Seminary, the school will see that travel and expenses are reimbursed.

- H. Residence: Full-time teaching faculty members are "in residence" for 2 of 3 primary terms each year (Fall, Spring, Summer), with salaries normally paid over a twelve month period. Members are free to participate in activities in the third term as they wish. The Seminary, however, encourages that the time be used for scholarly and professional activities and that they continue to be reachable by email when necessary. Normally faculty members will

¹ This section is crafted in dialogue with statements from Vanderbilt University, Vanderbilt Divinity School, and United Theological Seminary.

be in residence a week prior to the first day of regular classes of the fall term. Faculty whose primary designation is as “distant” or “remote” will be expected to be present online a week prior to the first day of regular classes and will be required to attend any faculty retreat(s) in person. During each academic term a faculty member will not accept outside engagements that take her or him away from regular faculty assignments for more than one week’s worth of classes, faculty meetings, and office hours. The Dean shall be informed by the faculty member of such outside activities. Exceptions may be made with the approval of the Academic Dean.

- I. Outside Compensated Activities: Faculty members may engage in occasional and temporary compensated activities outside the Seminary during the academic year. Any major activity, however, whether compensated or not, such as teaching a full course at another institution, requires the prior approval of the Academic Dean.
- J. Office Hours: Faculty members are requested to offer at least 4 hours of office hours per academic week, available online or on campus.
- K. Grades: Grades are due in the Registrar's Office three weeks after the end of each academic term. Grades for students who took an Incomplete are due three weeks after receiving the missing material. When faculty members regularly fail to meet the above deadlines, the Dean will investigate the reasons and implement reasonable means to alter the practice.
 1. After the due date for grades to be turned in to the Registrar, the Registrar will notify the Academic Dean of any faculty members who have not submitted grades for work completed by the end of the academic term (which does not include work for which students have been granted an extension), or by the required date for an Incomplete. The Dean will verify this information and may notify the faculty member that salary will be withheld.
 2. The faculty member’s salary will be withheld until such a time as the grades are submitted. When grades are submitted, salary will be restored without further penalty on the next direct deposit date. If a faculty member wishes to have a salary check cut (rather than wait for the direct deposit date) a processing fee may be deducted.
 3. In cases of hardship (illness, bereavement, etc.) a written request for extension can be submitted to the Dean.
 4. Repeated failure to submit grades on time may lead to disciplinary proceedings for failure to perform duties, as described above, in I.IV.)²
- L. Faculty Evaluation: Faculty evaluation shall be conducted on a regular basis and include the following practices:
 1. A spring individual faculty report to Trustees that includes a list of courses, research, Seminary activities, speaking engagements, and general observations about the year;

² Section K.1-K.4 was approved by Academic Council on October 6, 2005

2. Student course evaluations will be solicited after every term and utilized in the following ways:
 - (a) Faculty will have access to evaluations for their courses after grades have been submitted; faculty are encouraged to utilize student assessments as part of their own consideration of ways the course might be improved;
 - (b) In accordance with the Faculty Manual, tenure and other faculty considerations (i.e. Emeritus status) will appropriately make use of student course assessments;
 - (c) All course evaluations will be housed in the Academic Dean's office (only accessible by the Academic Dean, the individual faculty member, and, when necessary for processing, Dean's office staff such as the Associate Dean).
3. Each faculty member has an annual review no later than October 15 of each year (unless on sabbatical). This review is both evaluative of the preceding year, and designed to create goals for the upcoming academic year. Building on the report to the Board from the previous year, each faculty member fills out a second form provided by the Dean's office that addresses teaching, research, service, other institutional matters, and goals for the year. This report is written while keeping in mind the CTS mission, course evaluations, and the full range of faculty responsibilities. Proposals for implementing goals are included. Each faculty member then meets with the Academic Dean and the President. At this meeting, they review the accomplishments of the previous year, based on the faculty member's May Board Report, course evaluations, and additional material brought by any member of the conversation, including the fall report; and the goals for the forthcoming year. The Dean and the President prepare a letter summarizing the review meeting, noting in particular areas of achievement during the past year, areas of concern, and matters related to faculty load.

M. Course Listings and Textbooks: Faculty are expected to prepare course listings and time preferences for each course for the next academic year to be submitted to the Registrar's Office by February for submission to the catalog of The Association of Chicago Theological Schools. Textbooks will be submitted to the Registrar no later than the beginning of Registration for the following term, in compliance with federal policy. For purposes of the CTS catalog, general student advisement, and curriculum committee needs, faculty are expected to develop a three year cycle of course offerings and to provide copies of current course syllabi to the Dean's Office and Learning Commons. The Dean and faculty will continue to evaluate the ongoing curricular needs and the implications of these needs for course offerings as part of the Seminary's ongoing program of institutional and educational assessment.

VIII. Internal Grievance Procedures

- A. Should a faculty member have a grievance against the Seminary which is not resolved to his or her satisfaction through ordinary channels, the person may ask the Academic Dean to call a special meeting of full-time faculty at which meeting the issue may be discussed.
- B. Should such a procedure still not settle the issue to the satisfaction of the grievant, the person may then appeal to the Board of Trustees for a hearing. The Board shall have the final decision in the matter.

IX. Retirement³

Normal Retirement. There is no mandatory retirement age. A tenured faculty member (hereafter “member”) may retire at any time after age 65 with either (a) at least 12 months notice or (b) the express consent of the President after consultation with the Dean. A member who has completed at least 10 years of service to CTS may retire at any time after age 62 with either (a) at least 18 months notice or (b) the express consent of the President after consultation with the Dean. A retired member will be eligible to begin to receive benefits under the retirement arrangement(s) to which he/she/they has contributed and will be entitled to have his/her/their CTS health benefits in effect at retirement continue to his/her/their social security retirement age.

A retired member may be considered for emeritus status in accordance with Chapter I, Part III of this Faculty Manual. A retired member may be considered for engagement as an Adjunct Faculty member without forfeiting his/her/their retirement benefits.

Phased Retirement. A member with at least 10 years of service to CTS may apply for phased retirement at any time after age 62. For the phased period (not to exceed the number of years expressly approved by the President after consultation with the Dean), the member will have a half-time teaching load and will not be expected to serve on CTS committees. The member’s salary during the phased period will be one-third of his/her/their salary immediately before the phased period. During the phased period, the member will be entitled to the following benefits:

- Full health and dental insurance as in effect before the phased period
- No sabbatical accrual.
- Half of the amount of faculty development funds for full-time faculty
- Pension contributions based on the phased retirement salary
- Continued use of office space (may be asked to consider sharing)

At the completion of the phased period, the member will retire, but may apply for engagement as an Adjunct Faculty member.

³ The retirement policy was adopted by the Board of Trustees in Spring, 2011.

Retirement Inducement. From time to time, CTS may make a time-limited retirement offer to any member of the Faculty age 62 or older. The offer would provide that the member resign his/her/their tenured position in exchange for the following:

- Cash in an amount to be specified in the offer;
- Health benefits to be specified in the offer;
- Other benefits to be specified in the offer.

A member who accepts the retirement offer will retire, but may apply for engagement as an Adjunct Faculty member.

Annual Conversation. Beginning at the age of 62 (or earlier at the discretion of the faculty member), each faculty member shall meet annually with the President for the purpose of exploring the full range of options for retirement in order to achieve the most mutually beneficial and cost-effective arrangement.

Chapter II: Corporate-Responsibilities, Meetings and Committees

I. The Academic Council

- A. All academic decisions (with the exception of faculty appointments and/or promotions) are invested by the faculty in the Academic Council and those to whom it delegates authority.
- B. The following shall be regular members of the Academic Council:
1. All full-time teaching faculty, the President, and the Director of the Learning Commons with voice and vote.
 2. Other members of the CTS staff may be invited to meetings of the Academic Council with voice but no vote, on a regular or occasional basis, at the discretion of the Academic Dean or the President. Members of the Administrative Council will receive minutes of meetings and are welcome to attend the meetings.
 3. Six student representatives, to be selected in a manner decided by the student body, each with voice and a collective maximum of two votes. No single student representative, however, may cast more than one vote.
 4. For confidential matters, the Academic Council convenes in Executive Session.
- C. The Academic Council shall meet once a month at a regularly designated time. Other meetings may be called at the discretion of the Academic Dean or the President or at

the request of at least three faculty members through a written petition to the Academic Dean.

1. The meeting shall be chaired by the Academic Dean.
 2. A quorum, necessary for the passing of motions, shall be the presence of at least half the full-time faculty.
 3. Minutes shall be regularly taken, published and circulated by an appropriate person selected by the Academic Dean.
- D. Informal meetings of the President, the Academic Dean, and faculty to discuss matters such as faculty life and benefits, long-range goals, and plans of the Seminary, etc., may be held at the discretion of the faculty. A faculty caucus often provides this format, as do occasional faculty retreats. Other members of the Academic Council or staff may be invited to attend such events at the discretion of the President, the Academic Dean, or faculty. Decisions that are properly those of the Academic Council will not normally be made at such informal gatherings, unless the faculty re-gathers as the Academic Council in executive session. Recommendations to the Academic Council may, however, arise out of the informal deliberations. Faculty caucuses on Seminary business and academic pursuits will be scheduled as needed and as seems reasonable in light of faculty needs and interests.

II. Responsibilities of the Faculty Invested in the Academic Council

- A. It shall plan and execute the degree programs and set the curricula pertinent to such programs.
- B. It shall determine student admission policies. Evaluation and execution of these policies is delegated to the Admissions and Financial Aid Committee for all first professional degree programs, and to the Ph.D. Committee for the Doctor of Philosophy degree program.
- C. It shall determine appropriate standards of academic performance for students, set procedures for probation and separation of students who do not meet the agreed standards, and make final decisions with regard to the academic separation of a student. Decisions that require confidentiality are made in Executive Session. Review of the students' academic programs and execution of policies with regard to the standards of performance are delegated to the Academic Dean.
- D. It shall recommend to the Board of Trustees that students who acceptably complete degree requirements be granted the appropriate degrees.
- E. It shall recommend to the Board of Trustees persons to be awarded honorary degrees.

- F. It shall establish policy for the Learning Commons.
- G. It shall make decisions on student petitions regarding academic matters if in the opinion of the Academic Dean the petition involves a matter of policy. Decisions that require confidentiality are made in Executive Session.
- H. It shall determine the academic calendar for each year.

III. Faculty Officer—The Academic Dean

- A. The Academic Dean is selected in accordance with the Constitution of the Board of Trustees, Article III, Section 1, 2, b.
- B. The duties of the Academic Dean include: to call meetings of the Academic Council and to prepare and circulate in advance their agenda; to preside over such meetings; to appoint ad hoc faculty committees; to convene the Faculty Caucus and the Persistence, Retention, Completion Committee; to make decisions on student petitions for academic matters, provided no policy issue is entailed; to consult on questions of admissibility of applications for degree programs; to participate in Board activities as determined by the President and the Board; to represent the Seminary in The Hyde Park Cluster of Theological Schools affairs and in The Chicago Association of Theological Schools when appropriate; to exercise leadership in academic matters, ; and to deal with the care and nurture of the faculty.

IV. Academic Council Committees

- A. The Academic Dean shall determine necessary standing committees, in consultation with the President and the faculty, and shall assign the duties thereof. Such committees are directly responsible to the Academic Council and, except where authority is explicitly delegated, are empowered only to carry out the execution of Faculty policy and to bring recommendations concerning academic policy to the Academic Council.
- B. Each committee is composed of faculty and, where appropriate, of students and administrative staff.
 - 1. Committee assignments of faculty and administration, and the chairperson of the committee, are made by the Academic Dean in consultation with the President.
 - 2. The number of student representatives on any given committee is to be determined by the Academic Council.

- C. On a committee that includes a staff person or persons, these persons are responsible for consulting with the chairpersons about agenda, for circulating agenda, notification of meetings, and the taking and circulating of minutes.
- D. At the beginning of each academic year, the Academic Dean will make public a list of the active committees of Academic Council. This list will be made available to the Board through the Academic and Student Affairs Committee.

Chapter III: Faculty Benefits

I. Salary

Salaries of all faculty members are recommended to the Business and Finance Committee of the Board by the President, after consultation with the Academic Dean, and are approved by the Board upon the adoption of the budget at the May Board Meeting. The Business and Finance Committee of the Board fixes salaries for each faculty rank and reviews these every year taking into account salary scales in similar institutions, analysis of trends in living costs, etc., and the Seminary's own financial standing. After the adoption of the budget in May, each faculty member is informed in writing of their salary and benefits for the ensuing fiscal year.

Each year faculty will also receive a list of current and prospective salary ranges for Assistant, Associate, and Full Professors with the contract letter.

II. Course audit for Faculty Family Members

Spouses and children of CTS faculty may audit CTS courses without charge. If a course is taken for credit or if the spouse is a degree candidate at CTS, one half of the tuition shall be remitted. No tuition scholarships shall be made for courses or degrees in colleges or in other seminaries or graduate schools. No tuition scholarships shall be available for courses taken by CTS faculty either at CTS or in other seminaries or graduate schools.

III. Faculty Leaves of Absence

All employees of the Seminary, academic and non-academic, are required to inform appropriate Seminary officers of absence from the job. Faculty members, by the nature of their duties, do not keep regular hours such as those required of non-academic employees. If a faculty member is away from his or her normal duties for whatever reason, however, the Academic Dean is to be informed. This practice will insure equitable treatment for absence under generally similar circumstances and also insure the efficient operation of the Seminary.

- A. Holidays: As a religiously inclusive institution, CTS works to accommodate the practices of all its members, embracing the diversity of our spiritual lifespaces. If there are days that a faculty member needs to devote to religious observance, he/she/they should reach out to the Academic Dean and appropriate staff members. The seminary will work to accommodate these needs in terms of the faculty member's classes and other responsibilities.

The Seminary customarily closes on Labor Day, the Thursday and Friday of Thanksgiving weekend, Christmas Eve/Christmas Day, New Year's Eve/New Year's Day, Martin Luther King Jr. Day, Good Friday, Memorial Day, Juneteenth, and the Fourth of July. On these days no classes are to be scheduled and all offices are closed. If one of these holidays occurs on Saturday, it is observed the preceding Friday; if it occurs on Sunday it is observed the following Monday.

- B. Sabbatical Leave: Sabbatical leave is intended to provide faculty members the opportunity for the further development of their skills and abilities and is usually granted for an explicit study, research, writing or rest purpose. Arrangements for such leave are as follows:

1. Any full-time faculty member is eligible for a one-term sabbatical leave after the completion of six terms of active service in residence at CTS within a nine-term period. Faculty are advised not to complete six consecutive terms in residence within a two-year period. See explanation of non-residency in B.2. Normally faculty have nine terms to acquire six terms of residency needed for sabbatical eligibility. The sabbatical term includes the summer term. If a faculty member is asked to or makes a request to take a sabbatical earlier than entitled to, that faculty member's next sabbatical shall be calculated from the time that the previous sabbatical would have normally been scheduled.
2. Non-residency is the period when a faculty member is not teaching, advising, and primarily not participating in institutional committee work due to the rotating tri-term schedule. So that core courses are offered throughout the academic year and to preclude any one faculty member from teaching all three terms, faculty alternate when they are "in residence" and teaching. Non-residency lasts the entirety of a fall, winter/spring, or summer term. Faculty expectations during non-residency include participation in institutional committee work (varies), attending Commencement, Convocation and other lectures, and advising if the advisee is subject to four-course review, middler review, oral exams or dissertation defense. Faculty may opt for the advisee to undergo any of the aforementioned assessments or capstones before the non-residency period. Non-resident faculty do not teach, but may offer a directed study.
3. Sabbatical leave may be taken at full pay for one extended term (in addition to the regularly scheduled term not in residence), releasing the faculty member from their usual 2-course regular teaching load, committee assignments,

advising (other than PhD), and administrative responsibilities. Alternatively, a faculty member may request sabbatical leave at one-half pay for an academic year.

4. Faculty members should discuss with the Academic Dean how they plan to spend their sabbatical. The Dean then submits names for sabbatical leave to be approved by the Board of Trustees at least one year in advance.
5. Normally faculty return for at least one year following their sabbatical.
6. No more than two faculty members may be on sabbatical at the same time except by special action of the Board of Trustees.
7. Irregular Sabbatical arrangements:

A. Sick Leave: Unlike non-academic employees, faculty members are not under specific policies with regard to sick leave. It is important, however, that the Academic Dean be informed of all absences due to illness so that students can be informed of the interruption of classes and for other reasons. In the case of extended illness, the faculty member should arrange with the Academic Dean for adjustment of class schedules and other responsibilities.

B. Family Leaves: Faculty members receiving Family Leave will be protected against loss of job, seniority, continuous employment status, promotion, tenure, and other benefits.

Family leave for the birth or adoption of a child for any gender parent shall include:

1. A one course reduction for the term immediately preceding or following birth or adoption.
2. The second course of a regular term may be offered in a different term ~~either in regular term~~ or in an intensive format.
3. In conversation with the Academic Dean, administrative responsibilities will be adjusted to accommodate exigencies of new parental responsibilities.

Where this adjustment seems inadequate to the faculty member, appeal may be made to the faculty as a whole or to the President.

Other family situations that require high levels of family commitment on the part of a faculty member (care of gravely ill spouse, or home care of severely impaired parent or child) may be eligible for the same policy as above.

Where more than one term of Family Leave is necessary, this may be recommended by the Dean with the concurrence of the President and approval of the Executive Committee of the Board. Longer leaves may necessitate a commensurate reduction in salary.

Teaching credit toward tenure and sabbatical for term of reduced load will be counted proportionately (for example, a half-time reduced load will be counted as a half term of full-time teaching load).

- C. Requests for a Leave of Absence without pay up to a maximum of one academic year plus the summer shall be made in writing to the Academic Dean, and such requests may be approved by the Board of Trustees provided the request is made at least one year in advance. Applications for such leave shall state the specific reasons for the request. No leave shall be granted if the faculty member does not expect to return to full service with the Seminary for at least one year following the leave.

IV. Housing Allowances for Clergy

The Internal Revenue Code permits ordained clergy to receive tax-free housing. At CTS the Housing Allowance is specifically designated and is thus exempt from income tax. The amount to be designated is approved by the Board of Trustees at its fall meeting. Forms for requesting designation are available in the Business Office.

V. Social Security

Ordained faculty members can be considered self-employed under IRS regulations; if they elect this route, they must make their own contributions using “self-employed” tax forms.

Otherwise, monthly deductions as set by U.S. policy are made from faculty salaries of and are sent to the IRS quarterly. Both the Seminary and the faculty member contribute a percentage of annual earnings to IRS for this purpose.

VI. Insurance

Life Insurance, Accidental Death and Dismemberment Insurance, Long-term Disability Income, and Medical and Dental Benefits are provided by the Seminary. An outline of the features of these plans is provided for each new faculty member upon employment. The Seminary pays the costs for coverage under these plans with the exception of the costs outlined below:

- A. Life and Accidental Death and Dismemberment Insurance: The Seminary provides \$15,000 of group life insurance at no cost to faculty. In addition, faculty may purchase, through the Seminary, up to \$300,000 of additional coverage. Premiums for any

additional coverage will be deducted from faculty paychecks on a pre-tax basis. The Life Insurance policy also provides benefits in the event of accidental death or dismemberment. Further information is available from the Human Resources Department.

- B. Medical and Dental Coverage: The Seminary pays 80% of the premiums for Medical and Dental coverage. Faculty are responsible for 20% of the premiums, which are deducted from faculty paychecks. Faculty can arrange for coverage of spouse and/or dependents.
- C. Long-term Disability Coverage: The Seminary provides long-term disability coverage to faculty at no cost to the faculty member.
- D. Change in Family status: A change in family status is a term used by federal insurance regulations and the IRS in conjunction with a variety of benefits programs. A change in family status triggers your right to alter your benefits outside open enrollment periods.

A change in family status occurs when the composition of your family changes:

- Birth, adoption, or death of a child
- Marriage, legal separation, or divorce from your spouse
- Death of your spouse

A change in family status also occurs when your insured benefits coverage diminishes through no controllable action such as if you are covered under your spouse's insurance policy and the policy is canceled for any reason except your spouse's failure to pay premiums owed.

VII. Retirement Benefit

CTS sponsors a defined contribution Section 403(b) retirement plan.. CTS will contribute an amount as identified in the Board of Trustees annual approved budget. The individual may also make personal pre-tax contributions to her or his account by arrangement with the Human Resources Department. Benefits are determined in accordance with the contracts issued by the plan provider and are not guaranteed by the Seminary.

VIII. Professional Development Funds

Reimbursement costs for conference travel, membership in academic societies, per diem expenses, and other professional expenses (e.g., software) may be submitted (itemized) and will be approved in any combination up to a designated budget amount per faculty person pre-determined by the Dean as a part of the regular budget of the institution.

IX. Fitness and Self-Care

Given the significant responsibilities that faculty bear, it is vital that members attend to self-care. Faculty are encouraged to be in conversation with the Academic Dean if there are concerns in this regard. Faculty are eligible to purchase a membership at the University of Chicago Athletics Center, and can contact the university for further information.

X. Flexible Spending Accounts

The Seminary sponsors a Flexible Spending Account or “Section 125” program. This program permits you to have amounts deducted from your paycheck on a pre-tax basis to cover the cost of qualified unreimbursed medical expenses or qualified dependent (child or elder) care expenses. Participation in the program is voluntary and is not linked to participation in our health insurance plans. All regular employees are eligible to participate.

If you choose to participate, you elect a pre-determined amount of your compensation, subject to IRS limitations, to be withheld from each of your 24 paychecks during the calendar year. The money you set aside is used to reimburse yourself with pre-tax dollars for eligible medical, dental and/or dependent care expenses incurred by you or your eligible dependents during a calendar year.

Eligible expenses are defined by the IRS. In general, they include any medical or dental expense that may be deducted from your IRS 1040 Schedule A filing. For example, any deductible or co-pay costs you incur may be reimbursed on a pre-tax basis or any uncovered expenses such as cosmetic dental work. In general, dependent care expenses include any child or elder care expenses incurred to permit you to maintain your job. For example, the cost of after-school care or adult day care may be reimbursed on a pre-tax basis.

Eligibility for coverage begins on the first of the month following thirty days of full-time employment. For example, if you begin employment on January 5th, you are eligible for coverage beginning March 1st. The open enrollment period is generally during the month of December.

The IRS has placed a number of limitations on Flexible Benefits Account plans. You may not enroll in the plan except when you are first eligible or during the open enrollment period. Unless you have a change in family status (defined later in this section) or terminate your employment, you may not change your deduction amounts. In addition, any money left unclaimed for reimbursement at the end of the calendar year is forfeited.

Because of the forfeiture provision, participation in the Flexible Benefit Account plan needs to be considered carefully. It is most applicable to employees with known dependent care costs or chronic medical/dental care requirements involving known or anticipatable eligible costs. For example: if you have dental checkups more frequently than is covered by the dental plan, if you are regularly treated by out-of-network physicians and incur large co-pays, or if you require corrective lenses. However, if you are in a position where you have known or

substantially known medical care costs or dependent care costs, this program can provide a significant tax savings.

XI. Worker's Compensation

CTS provides workers' compensation insurance at no cost to you. If you are injured while on the job, either in the office or on a CTS assignment off-site, workers' compensation insurance will generally cover medical expenses and lost wages related to the incident up to the statutory limit. You are eligible for workers' compensation coverage from your first day of employment.

You must contact the Human Resources Department within 24 hours of any work-related incident, even if it seems minor, to report the incident and answer any questions necessary to file a workers' compensation claim.

All medical bills relating to a workplace accident or injury should be submitted to the Human Resources Department as soon as possible so that your claim can be forwarded promptly to CTS' insurance carrier.

Chapter IV: General Practices

I. Wage Deductions (Garnishment), Income Tax Liens, etc.

Because involvement of the Seminary in an employee's personal financial difficulties is costly and time consuming to the Seminary, faculty members are requested to avoid placing the Seminary in the position of being involved. Wage Assignment Demands, Deduction Order Summonses, Restraining Orders in Bankruptcy, and Notices of Levy from the Internal Revenue Service are instances of involvement to be avoided. More than two such notices in a twelve-month period will be considered as cause for disciplinary action to be determined by the full-time faculty in private session.

II. Inquiries and Letters of Recommendation

It is not customary for the Seminary to issue a letter or statement of recommendation concerning any faculty member or other employee addressed "To Whom It May Concern." Certain information related to work history at CTS may be sent by the President or the Academic Dean to prospective employers or other persons, but only upon written statement by the faculty member authorizing release of such information. Inquiries of a financial nature, such as those received from banks, loan companies and the like, will not be answered without written authorization from the faculty member.

III. Smoking Policy

Faculty are required to follow Illinois state law with regard to smoking in public places. The law states, "Smoking in public places, places of employment, and governmental vehicles prohibited. No person shall smoke in a public place or in any place of employment or within 15 feet of any entrance to a public place or place of employment." Therefore, smoking in CTS classrooms, offices, or other indoor spaces is prohibited, as is smoking within 15 feet of any CTS building entrance.

IV. Un-prescribed Controlled Substances

The Seminary is fully committed to maintaining a work environment that is free of un-prescribed controlled substances.

V. Information Technology and Intellectual Property

Computers and electronic communication equipment, including e-mail, voice mail, fax, and Internet access, are provided by CTS to allow faculty members to carry out their research and teaching responsibilities and to communicate information in an efficient and effective manner. CTS recognizes that faculty members retain all rights to and responsibility for intellectual property created on, or with the assistance of, Seminary-owned computer resources. CTS also reserves the right to access, audit, and disclose the contents of electronic messages, even after they have been deleted, when there is a legitimate institutional need to do so. Authority either to access or to disclose the contents of faculty computer files and electronic messages requires the concurrence of the Academic Dean and the President and the good faith effort to give prior notification to the faculty member concerned. Unauthorized monitoring or disclosure of faculty email, internet use, or computer files will be regarded as grounds for dismissal from employment in this institution. With regard to online courses, when CTS asks an Adjunct or Affiliated faculty member to teach a course based on the shell provided by another faculty member, CTS will attempt to obtain written permission from the faculty member who originally mounted the course.

VI. Conflict of Interest

Faculty members have an obligation to conduct business within guidelines that prohibit actual, potential, or perceived conflicts of interest. An actual, potential, or perceived conflict of interest occurs when faculty are in a position to influence a decision that may result in personal gain for themselves or an immediate family member because of CTS' business dealings. If faculty have any involvement with or influence on transactions or business operations involving CTS, they must disclose any actual or potential conflicts of interest to the Dean as soon as possible so that safeguards can be established to protect all parties.

IX. Employing Partners and Other Family Members

Employing partners and other family members as regular employees is discouraged but is not prohibited. If such an applicant possesses the qualifications normally required and is the only applicant or is the applicant judged best for the position, then the President may impose additional conditions of employment such as not assigning work which requires the faculty member or the applicant to direct, review, or further process the work of the other and prohibiting either person access to any records maintained by CTS regarding the other. Faculty who become partners with another employee after they are hired are prohibited from holding a position in which one employee is directly supervising their partner.

X. Policy Against Discrimination and Harassment

General Policy Statement and Notice of Non-Discrimination and Non-Harassment

Chicago Theological Seminary is committed to fostering the full humanity of all its members. All forms of discrimination and harassment impugn the full humanity of any human being and for this reason are not tolerated in this Seminary. Chicago Theological Seminary does not discriminate, or tolerate discrimination or harassment, against any member of its community on the basis of race, color, national origin, ancestry, sex/gender, age, religion, disability, pregnancy, veteran status, marital status, sexual orientation, or any other status protected by applicable federal, state or local law in matters of employment or admissions or in any aspect of the educational programs or activities it offers.

In furtherance of Chicago Theological Seminary's commitment to the principles of equality and equal opportunity for students, staff, and faculty this policy and the associated procedures are established to provide a means to address complaints of discrimination or harassment based on the protected categories described herein.

The policy has been written with the express goal of protecting the rights and concerns of both complainant and respondent. The Seminary will make every effort to assure and protect these rights, and shall undertake no action that threatens or compromises them. Those entrusted with administering this policy are advised to look at the individual situation, the totality of the circumstances, and the nature of the acts involved and to use this policy as a guide on a case-by-case basis.

As a religiously inclusive institution, CTS works to accommodate the practices of all its members, embracing the diversity of our spiritual lifescapes. Faculty, whenever feasible, will strive not to schedule class sessions, examinations, and assignment deadlines on major holidays that affect students in their courses. When conflicts do arise, students may:

- absent themselves from class without penalty in order to fulfill their religious obligations
- schedule alternative dates for examinations or assignments that conflict with religious observance, without penalty

Note: Students are expected to communicate with their professors in advance regarding accommodation.

Overview of Prohibited Acts

Discrimination

No Chicago Theological Seminary student, faculty, or staff member shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in connection with any Chicago Theological Seminary service, program or activity on the basis of any of the following projected categories: race, color, national origin, ancestry, sex/gender, age, religion, disability, pregnancy, veteran status, marital status, sexual orientation, or any other status protected by applicable federal, state, or local law.

Note on Title IX: This policy also addresses the requirements of Title IX of the Education Amendments of 1972 (“Title IX”). Title IX is a federal law that prohibits sex discrimination in federally funded education programs and activities. Title IX states as follows:

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discrimination on the basis of sex (i.e., sex discrimination) includes sexual harassment, sexual assault, and sexual violence. Sexual harassment of employees or other types of sex discrimination in employment may also be a violation of Title VII of the Civil Rights Act of 1964.

Harassment

Harassment, including sexual harassment, is a form of discrimination. Chicago Theological Seminary does not tolerate any form of harassment and considers such behavior – whether physical or verbal – to be a breach of standards of conduct. Harassment is unwelcome conduct that is based on: race, color, national origin, ancestry, sex/gender, age, religion, disability, pregnancy, veteran status, marital status, sexual orientation, or any other status protected by applicable federal, state, or local law. Harassment becomes unlawful when the conduct is severe or pervasive enough to create a work or learning environment that a reasonable person would consider intimidating, hostile, or abusive.

Sexual Harassment

Prohibited conduct includes all forms of sex discrimination and sexual harassment, as well as sexual assault and sexual violence. Sexual harassment, which includes sexual assault and sexual violence, may take many forms. Sexual harassment includes, but is not limited to unwelcome sexual advances, requests for sexual favors, and other written or verbal abuse of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment or academic advancement;
- submission to or rejection of such conduct by an individual is used as the basis of employment decisions or academic decisions affecting such individual; or

- such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working, academic, or social environment.

Examples may include, but are not limited: to verbal abuse of a sexual nature; graphic commentary about an individual's body, sexual prowess, or sexual deficiencies; derogatory or demeaning comments of a sexual nature about a woman or a man; leering at, fondling, pinching, or brushing against another body; offensive sexual language; displaying objects or pictures without clear pedagogical context which are sexual in nature in ways that create hostile or offensive environments. When such conduct is coercive and threatening, it creates an atmosphere that is not conducive to teaching, learning, or working. Sexual harassment may occur between persons in different Seminary status or between persons in the same Seminary status.

Sexual assault/sexual violence is a particular type of sexual harassment that includes physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to the victim's use of drugs or alcohol. This includes, but is not necessarily limited to inappropriate touching, sexual intercourse of any kind without consent, rape, and attempted rape.

CONSENSUAL RELATIONSHIPS

All members of the community are cautioned against the possible costs of even an apparently consenting sexual relationship in which power differentials exist. For example, a faculty member who enters into a sexual relationship with a student (or a supervisor with an employee) where a professional power differential exists, should realize that if a charge of sexual harassment is subsequently lodged, it may be difficult to maintain innocence on grounds of mutual consent. Codes of ethics for most professional associations forbid professional-client sexual relationships. In the view of the Seminary, the professor-student relationship may often be comparable to the relationship of a professional and client.

The Seminary cautions its community for the following reasons:

- i. The real power exercised by persons in supervisory positions (administration, professor, and staff) in regard to evaluations, recommendations, scholarships and awards, etc., greatly diminishes the supervisee's actual freedom in regard to consent, should sexual favors be included alongside legitimate demands.
- ii. As with a therapist or clergy person, the problem of transference or counter-transference can occur. In this example, the person in "authority" is an inappropriate object of sexual desire, advances or relationship.
- iii. Power differentials exist in many forms. The theological education community is composed of administrators, professors, staff, students, therapists, case conference leaders, adjunct faculty, field education supervisors, judicatory officials, home church pastors, youth, and children (while not inclusive, this list is meant to suggest that power differentials exist in many situations in which the Seminary shares or has responsibility). In each relationship, the individual in the position of greater power should be responsible for setting appropriate boundaries.

Retaliation

The Seminary prohibits any form of retaliation against any person for bringing good faith complaint of discrimination or harassment or providing good faith information about discrimination or harassment, even if evidence is not found to substantiate the complaint. Retaliation exists when action is taken against a complainant or participant in the complaint process that (i) adversely affects the individual's opportunity to benefit from the Seminary's programs or activities; and (ii) is motivated in whole or in part by the individual's participation in the complaint resolution process. Any person who is found to have engaged in retaliation in violation of this policy is subject to disciplinary action possibly including dismissal from the Seminary. Any act of retaliation should be reported in the same manner as acts of discrimination or harassment and will be investigated using the procedures described below.

Procedures for Addressing Discrimination and Harassment

Steps in Reporting and Inquiry

1. Any person wishing to report an instance of suspected or alleged discrimination or harassment should do so by contacting any Title IX Coordinator, any member of the Anti-Discrimination/Anti-Harassment Task Force, the Academic Dean, or the President, in person, by telephone, by email, or in writing.

Although there is no specific time limit for reporting a suspected violation of this policy, an individual who believes that he or she has been subjected to conduct that violates this policy is encouraged to contact an appropriate official as soon as possible after the alleged act of discrimination, harassment, or retaliation to discuss the available options for proceeding.

2. The Seminary will promptly and equitably investigate and resolve all suspected or alleged violations of this policy. Alleged or suspected violations of this policy will be investigated by either an Informal Resolution process, or by a Formal Resolution process as outlined below.
3. The Seminary will attempt to complete investigations within 60 days of the filing of a complaint or the date on which the Seminary becomes aware of a suspected violation of this policy, unless the Seminary determines in its discretion that more time is required to complete the investigation.

Chicago Theological Seminary is committed to the prompt and equitable resolution of all alleged or suspected violations of this policy, regardless of whether a complaint alleging a violation of this policy has been filed and regardless of where the conduct at issue occurred.

The Seminary's ability to investigate in a particular situation, or the extent of the investigation in any given situation, may be affected by any number of factors, including whether the complainant is willing to file a complaint or to consent to an investigation, the location where the alleged conduct occurred, and the Seminary's access to information relevant to the alleged or suspected violation of this policy. The Seminary is nonetheless committed to investigating all alleged and suspected violations of this policy to the fullest extent possible under the circumstances.

4. To the extent permitted by law, the confidentiality of all parties involved in the resolution of alleged or suspected violations of this policy will be observed, provided that it does not interfere with the Seminary's ability to conduct an investigation and take any corrective action deemed appropriate by the Seminary.

Persons should be aware that, under certain circumstances, once an instance of suspected or alleged discrimination or harassment is reported to any of the persons listed above, the Seminary may choose to initiate an investigation, even if the person making the report does not wish to proceed with an investigation.

5. The Seminary reserves the right to suspend any member of the Seminary community suspected or accused of violating this policy or to take any other interim measures the Seminary deems appropriate, pending the outcome of the investigation or grievance. Such interim measures can include, but are not limited to, modifying course schedules and issuing a "no contact" order.
6. The Seminary also reserves the right to take steps to protect the complainant as deemed necessary during the pendency of the investigation and resolution process (e.g., allowing for a change in academic or work situation, issuing a "no contact" order to the accused, etc.). Any such interim steps will be taken in a manner that minimizes the burden on the complainant to the extent possible.

Informal Resolution

An informal resolution is a confidential intervention that does not trigger the formal complaint process and does not become part of official record. In cases in which an informal resolution is desired by the complainant and the accused and deemed appropriate by the Title IX Coordinator(s), in consultation with the President, the Title IX Coordinator(s) will name an impartial Informal Resolution Facilitator or Informal Resolution Facilitation Team. This Informal Resolution Facilitator or Informal Resolution Facilitation Team will seek informal resolution of the issues that implicate this policy.

The informal resolution process is as follows:

1. The Title IX Coordinator(s), in consultation with the President, will appoint an Informal Resolution Facilitator or Informal Resolution Facilitation Team.
2. The Informal Resolution Facilitator/Informal Resolution Facilitation Team will speak with the involved parties, first separately, to gather pertinent information about the situation

needing resolution.

3. The Informal Resolution Facilitator/Informal Resolution Facilitation Team may then contact both the complainant and the accused, to arrange a time *for both to meet together with the Informal Resolution Facilitator/Informal Resolution Facilitation Team*, for the purpose of seeking informal resolution to the complaint.
4. If informal resolution is met, *to the satisfaction of the complainant and the accused*, the Informal Resolution Facilitator/Informal Resolution Facilitation Team will report back to the Title IX Coordinator(s), and no further action will be necessary.
5. If resolution is *not* achieved, the formal resolution process may be invoked, via written complaint by the complainant or the Title IX Coordinator(s) on her/his behalf. Informal resolution is considered *not* to have been achieved if:
 - a. The complainant reports that her/his complaint has not successfully been resolved via mediation; or
 - b. The accused is dissatisfied with the proposed resolution.

N.B.: *Allegations of physical assault or violence may not be resolved using the informal resolution process.* An allegation of physical assault or violence will automatically invoke the formal investigation process outlined below.

Formal Resolution

The formal resolution process applies (i) to all matters involving alleged or suspected assault or violence; (ii) when any party so requests in writing; or (iii) when the Seminary elects to use the formal resolution process in any matter when the Seminary deems doing so appropriate.

When the formal resolution process is invoked, the President shall appoint an Investigation Team from among the members of the Anti-Discrimination/Anti-Harassment Task Force. If members of the Task Force are accused of a violation of this policy, the President will appoint a replacement to the Task Force; if the President is the accused or the complainant, the Chair of The Board of Trustees will take charge of this appointment process.

The function of the Investigation Team is to gather information, make a preliminary determination regarding whether a violation of this policy has or has not occurred, and if, in their judgment, sufficient evidence exists to move to disciplinary procedures, recommend to the appropriate Seminary disciplinary body (as described below) for adjudication and final determination of appropriate sanctions or other corrective action.

The following procedures shall apply in all cases in which the formal resolution process is used.

1. The Seminary shall provide any individual suspected or accused of violating this policy with a written explanation of the suspected or alleged violations of this policy. Complainants and

accused parties shall both be provided with the following in connection with the resolution of suspected or alleged violations of this policy.

- The opportunity to speak on their own behalf.
 - The opportunity to identify witnesses who can provide information about the alleged conduct at issue.
 - The opportunity to submit other evidence on their behalf.
 - The opportunity to review any information that will be offered by the other party in support of the other party's position (to the greatest extent possible and consistent with FERPA or other applicable law).
 - The right to be informed of the outcome of the process (to the greatest extent possible and consistent with FERPA or other applicable law).
 - The opportunity to appeal the outcome of the process.
2. To help ensure a prompt and thorough investigation, complainants are asked to provide as much information as possible, such as:
 - A description of any relevant incident(s), including the date(s), location(s), and the presence of any witnesses.
 - The alleged effect of the incident(s) on the complainant's opportunity to benefit from the Seminary's programs or activities.
 - The names of other individuals who might have been subject to the same or similar acts of discrimination, harassment, or retaliation.
 - Although it is not required, any steps the complainant has taken to try to stop the discrimination, harassment, or retaliation.
 - Any other information the complainant believes to be relevant to the alleged discrimination, harassment, or retaliation.
 3. Oral and written statements shall be gathered from the parties involved in the alleged policy violation, and from others who may have pertinent information.
 4. The standard used to determine whether the policy has been violated is whether it is more likely than not that the accused violated this policy. This is often referred to as a "preponderance of the evidence" standard.
 5. In a timely manner, both the complaining and the accused party will be informed in writing of the outcome of the investigation, including whether there has been a determination that this policy has been violated. This written notice will be issued concurrently to the complaining and accused parties unless the Seminary determines in its discretion that concurrent notification would not be appropriate. If there is a finding that this policy has been violated, the Seminary will take such action as it deems necessary to eliminate the policy violation, prevent the recurrence of the violation, and address the effects of the violation.
 6. The Investigation Team must deliver written opinion to the appropriate Seminary body (see description below) that:

- In their view no violation of this policy occurred or that the evidence is insufficient to determine whether or not it occurred;
- In their view a violation of this policy occurred and that disciplinary procedures should be invoked.

The standard used to determine whether the policy has been violated is whether it is more likely than not that the accused violated this policy. This is often referred to as a “preponderance of the evidence” standard.

If there is a finding that this policy has been violated, the Seminary shall take such action as it deems necessary to eliminate the policy violation, prevent the recurrence of the violation, and address the effects of the violation. In addition to its written opinion to the appropriate Seminary body, the Investigation Team shall make a recommendation to the President as to what actions the Seminary should take to eliminate the policy violation, prevent the recurrence of the violation, and address the effects of the violation.

- a. The appropriate Seminary bodies are defined as follows:
 - i. Reports regarding students are submitted to the Vice President for Academic Affairs and are addressed according to the Non-Academic Disciplinary Policy as found in the Student Handbook;
 - ii. Reports regarding staff members are submitted to the Vice President for Finance and Administration and are addressed according to the Disciplinary Policy as found in the Staff Manual;
 - iii. Reports regarding faculty members are submitted to the Vice President for Academic Affairs and are addressed according to the Faculty Disciplinary Policy as found in the Faculty Manual;
 - iv. As the Seminary deems appropriate, any of these reports may go to judicatory officials and/or supervisors.
 - b. If there is a finding that this policy has been violated, these bodies will take action that may include, but is not limited to:
 - i. Formal reprimand, with defined expectations for changed behavior;
 - ii. Recommending or requiring psychological assessment and/or counseling;
 - iii. Mandatory psychiatric assessment and/or treatment;
 - iv. Probationary standing, with the terms of such probation clearly defined;
 - v. Dismissal from the Seminary.
7. Appeals: Normal appeals procedure as outlined in student, staff, administrative and faculty manuals and handbooks of Chicago Theological Seminary will be followed. In matters involving allegations of discrimination or harassment (including sexual assault and sexual violence), both the complaining party and the accused party will be afforded the right to appeal as provided in the applicable manual or handbook.

The Title IX Coordinators are responsible for implementing and monitoring Title IX compliance on behalf of the Seminary. This includes coordination of training, education, communications, and administration of the complaint and grievance procedures for the handling of suspected or alleged violations of Title IX. Title IX Coordinators are appointed by the President.

Anti-Discrimination/Anti-Harassment Task Force

An Anti-Discrimination/Anti-Harassment Task Force will be established by the initiation of the President at the beginning of each calendar year. This Task Force has its portfolio from January to January to assure continuity over the course of the academic year. The Task Force will be reappointed by November 1 of each academic year and be trained and ready to function by January 1.

The Task Force consists of the following members:

- Title IX Coordinators
- One member of the Leadership Team of the Seminary, selected for two years, by the President;
- Representatives from Community Life;
- One faculty member, nominated by the President and approved by majority vote of the Academic Council for two years;
- One staff member nominated by staff and appointed by the President for two years;
- Two students; the two students will each serve two years, but be appointed by the President on alternate years from among student representatives to Academic Council.

The two main functions of the Task Force are to be available to adjudicate formal charges (by appointment to the Investigation Team) and to develop an educational program for the community around these issues in conjunction with the Title IX Coordinators.

The names of the members of the Anti-Discrimination/Anti-Harassment Task Force will be made available publicly as of January 1st each year.

Seminary Discretion

The Seminary reserves the right to interpret this policy and modify it as appropriate in the circumstances of particular case, in its discretion.

Conclusion

This faculty manual cannot cover all subjects related to life as a faculty member at CTS. All faculty members are encouraged to bring to the attention of the President or the Academic Dean any appropriate questions or problems. Every attempt will be made to provide or seek from the Board of Trustees satisfactory responses to issues raised.

Each faculty member is also encouraged to keep this manual in a convenient place to be used as a reference. As policies or practices change, the manual will be amended accordingly.

Minor changes in nomenclature and description shall be routinely updated by the Dean in collaboration with the faculty annually. More substantive changes that require faculty discussion and Board approval will be determined by the Dean and faculty, delegated to an ad hoc committee if necessary and ultimately, approved by the Board of Trustees of the Seminary.

One final word: since the CTS faculty is small, most decisions regarding faculty life and work are made collegially. We are in fact a small, mutually dependent community in which the health and well-being of one affects the health and well-being of all. We are pleased to have you as a member of this community and trust our relationship over the years will be mutually rewarding.

Adopted by the Board of Trustees, November 18, 1976

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