

University of Illinois
at Urbana-Champaign

Office of the Provost and
Vice Chancellor for Academic Affairs

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SM ✓
Shakti
done 12/15/95

December 12, 1995

Associate Vice President Robert K. Todd
807 S. Wright Street

RECEIVED

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VICE PRESIDENT FOR
ACADEMIC AFFAIRS

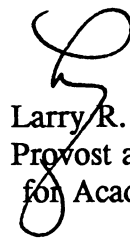
Dear Bob:

For your information, I am transmitting a copy of the report of the Gomes Committee on the Academic Professional Personnel System.

This report was issued last August, and copies were provided early in the fall semester to various constituencies on this campus for their reaction. So far, all reaction has been very positive, including that from the Council of Deans, who unanimously endorsed the report and its recommendations. We still must receive reactions from the Professional Advisory Committee, who will consider the report later this month, and the Senate Committee on General University Policy, who will provide a reaction in January. Until these reactions are received, I must ask you to treat the report as a probable, but as yet unadopted, statement of the campus position on revised policies concerning academic professional employment. That position will be given officially through channels soon after the first of February.

If you wish to begin discussions of the implications of the recommendations contained in the report, Charles Colbert and I will be happy to set up an appropriate group.

Sincerely,



Larry R. Faulkner
Provost and Vice Chancellor
for Academic Affairs

cc: M. Aiken
C. C. Colbert
C. S. Bazzani (with copy of report)
B. H. Higgins (with copy of report)
L. R. Jones (with copy of report)
S. Manning (with copy of report)
R. E. Martin
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August 17, 1995

L. R. Faulkner
200 SAB
MC-304

Dear Larry:

On behalf of the Committee on the Academic Professional Personnel System, I am pleased to submit our report and recommendations.

During our deliberations and discussion, it became obvious to us that many perceive that we are without a "system" and that Academic Professional issues on this campus are all treated in an ad hoc fashion. This may be a reflection, in part, of the lack of a "single source" outlining the system and its components. Our report is long because we have attempted to bring together much that exists and to incorporate our recommendations for change into that context.

Our eight recommendations are designed to simplify the system while maintaining its flexibility; to introduce greater oversight into the system while retaining its market- and merit-based features; and to assure that good management be a routine part of employers' dealings with Academic Professional employees, without suggesting that such practices are not now a part of management dealings.

The recommendations calling for systemwide adjustments depend on significant changes in the way the University and the Civil Service System process requests for Academic Professional positions. We recommend legislative reform, but would be pleased if the system could be simplified by other means, while retaining its strengths.

On behalf of the Committee, let me report that Carolyn Burrell, Tina Gunsalus and Roger Martin were of great assistance to us in this process; that this report is completed is largely due to their efforts.

I also know that I speak for the Committee when I offer their assistance in interpreting or supporting our recommendations. They have been excellent throughout this process.

Sincerely,



W. R. Gomes
Dean

WRG:lh

enc

C - C. G. Burrell
C. K. Gunsalus ✓
R. E. Martin

CONFIDENTIAL

Academic Professional Personnel System

**for the University of Illinois
at Urbana-Champaign**

**REPORT TO LARRY R. FAULKNER
PROVOST AND VICE CHANCELLOR FOR ACADEMIC AFFAIRS
FROM THE ACADEMIC PROFESSIONAL PERSONNEL COMMITTEE**

**W. Reginald Gomes, Chair
William D. Adams
Richard P. Allen
Howard K. Birnbaum
Paul W. Bohn
Gerald R. Ferris
Julie A. Jackson
Margaret Rawles**

August 1995

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EXECUTIVE SUMMARY

The Committee on Academic Professional Personnel performed a comprehensive review of the employment policies of the University of Illinois at Urbana-Champaign (UIUC) for academic professionals. The present system has many strong points, but also some areas in which improvements would benefit both the University and individuals in this category of employees. The Committee's recommendations address each area needing improvement, including the rationale behind the proposed change.

Although the Committee's report is lengthy, the recommendations represent the minority of the text that follows. The Committee's report comprehends the entire set of policies and procedures the Committee recommends UIUC adopt; to do so, it interweaves existing policies and procedures brought together from a variety of sources. Recommendations are set in bold face.

The major changes recommended relate to the structure of the system and the fact that all positions must be established as exemptions to the State Universities Civil Service System—a procedure that is frustrating and time-consuming. If at all possible, this troublesome bottleneck in the system should be eliminated. The Committee has recommended a possible change in legislation, or in the alternative, changes in the management of the existing system.

The system could be simplified immensely by reducing the existing 15 functional areas to the seven job families that the Committee recommends. This change could be made without a tremendous amount of effort and within a period of less than a year. This change should also be accompanied by a reduction in the number of job titles through consolidation of similar titles into general title groupings. Again, the work involved should not be extensive.

The Committee recommends the following changes:

Recommendation 1: Positions paid at the lower end of the salary scale are to be reviewed annually for reasonableness by the Academic Human Resources Office. That office should notify unit heads if it discovers apparent problems so they can be addressed.

Recommendation 2: Periodic salary studies should be conducted by the Academic Human Resources Office (for example, every 3-5 years) on a campus-wide basis for assessing the equity and fairness of academic professional pay scales.

Recommendation 3: The number of job titles should be consolidated considerably, reducing the number from 1,400 to somewhere between 100 and 200.

Recommendation 4: Job title categories should be simplified and reduced to seven job families: Academic Services/Outreach, Management/Administration, Information Technology, Health-Related, Public Affairs/Promotion/Marketing, Research, Student Services/Student Affairs Support.

Recommendation 5: Campus officials and the appropriate officials from the Central Administration should combine their efforts to explore how appropriate legislation might be proposed and passed that would permit the University of Illinois to establish its own academic professional personnel positions without going to the Civil Service System for exemption. If the current legislation cannot be changed, the Committee recommends that the review of all requests for new academic professional positions be completed by the Academic Human Resources Office and

that the actions of the Office be audited only on a periodic basis by the Merit Board as a check on any abuse of granting exemptions from the State Universities Civil Service Act.

Recommendation 6: Each academic professional employee should receive an annual performance review, and that each performance review should include a discussion and a written record of that review should be retained in the employee's departmental personnel file.

Recommendation 7: When units are audited by the University's auditors, the auditors should verify that written evaluations are being provided.

Recommendation 8: It should be made possible to promote academic professional personnel from outside a unit to positions within that unit if those positions have greater responsibilities and higher salaries than the positions previously occupied by the individuals being promoted. (The Committee advocates promotions from within the unit as well.)

The Committee hopes these recommendations will be accepted and implemented in short order. It believes they will strengthen an already positive employment system, and thereby enhance the infrastructure and productivity of the University.

INTRODUCTION

The Committee on Academic Professional Personnel was asked to examine the current policies and practices used in the employment of academic professionals to determine whether problems exist, and if so, to make recommendations about changes that should be implemented. In reviewing the present system, the Committee relied heavily on information provided by personnel from the Academic Human Resources Office; much of the material in this report describing the current system was taken directly from the *Academic Staff Handbook, 1994-96* prepared by that Office.

The academic professional employees on the campus, their supervisors, and the personnel in the Academic Human Resources Office who administer the current procedures relating to academic professional personnel would all like to see an independent Academic Professional Personnel System that provides the balance, fairness, consistency, and flexibility needed to maximize the effectiveness and efficiency of the University's operation. Ideally, the University should have a system that promotes the growth and development of its academic professional employees and rewards them for their accomplishments not only with appropriate salaries, but, where appropriate, with promotions and opportunities to accept expanded responsibilities and work assignments.

Everyone would like to have a system that has appropriate checks and oversights but does not include excessive, time-consuming reviews that serve no useful purpose.

The University has some distance to travel before approaching its ideal system, but what is currently in place is a good start. The Committee on Academic Professional Personnel recommends several changes that should bring the existing system much closer to that desired.

ACADEMIC PROFESSIONAL PERSONNEL

Academic Employees

There are three categories of academic employees: faculty, graduate assistants, and academic professionals.

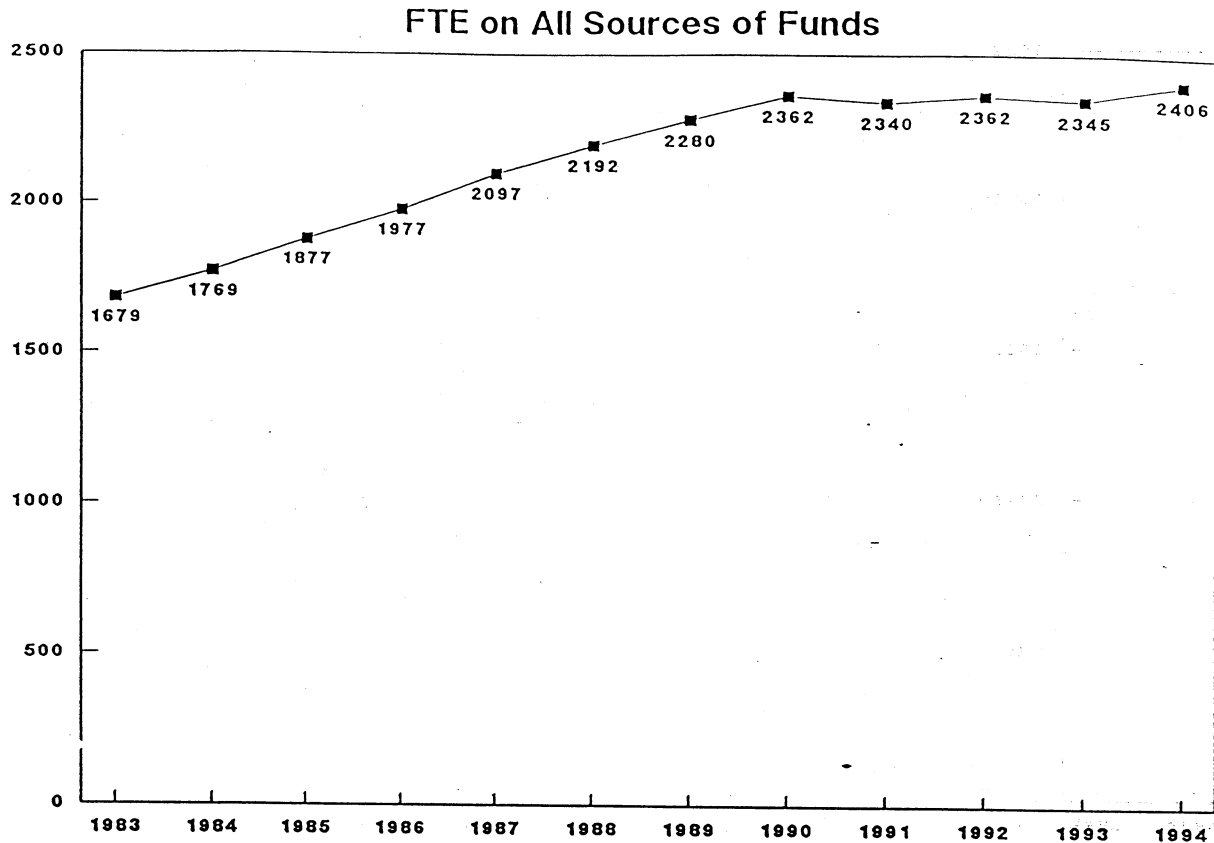
Included within the faculty are (1) those in the professorial ranks (i.e., professors, associate professors, and assistant professors; (2) instructors and lecturers; and (3) teaching, research, and clinical associates.

Graduate assistants include teaching, research, and clinical assistants.

Academic professionals are those members of the academic staff whose positions have been designated by the president and the chancellor as meeting specialized administrative, professional, or technical needs, in accordance with Article IX of the University of Illinois *Statutes* and are exempted from the Civil Service System. Academic professional employees receive an academic contract issued by the Board of Trustees for a term appointment. They are accorded the rights and privileges pertaining to other academic staff members, except those that apply specifically to members of the academic staff with faculty rank, such as eligibility for tenure. (Academic employees on the hourly payroll do not receive University benefits.)

Academic professionals now total approximately 2,400 FTE on the UIUC campus. As indicated in the graph on the following page, that number has grown rapidly in recent years.

Figure 1. Growth of Academic Professional Employees



It should be noted that virtually all academic professionals have college degrees. Most have advanced degrees and specialized skills and expertise. They are highly valued employees who play a primary role in the operation of the University of Illinois at Urbana-Champaign. They are professionals in every sense of the word.

Scheduling to Fit Duties and Responsibilities

Duties and responsibilities of academic professionals are often quite demanding and varied. To meet those diverse requirements, schedules for academic professionals must have flexibility so that work can be completed in the most efficient and effective manner. This means that with the permission of their supervisors academic professionals may work on weekends and evenings, and may

be required to travel and expected to attend professional meetings at hours and on days not considered to be within the standard 8:00 a.m.—5:00 p.m., Monday through Friday work week. Of course, this also means that they may not always be at their workplace during the usual operating hours and on the usual work days during the week.

RECRUITMENT AND PERIODS OF APPOINTMENT

Recruitment

Because of the specialized skills required by most academic professional positions, regional or national searches are usually conducted to identify appropriate candidates. The employer must be able to hire personnel with the expertise required to meet the needs of the particular job and must be able to define that position so that it reflects expectations of the employee.

Appointment Period

Academic professionals are generally appointed for twelve months, including allowable vacation consisting of twenty-four working days per appointment year. While most academic professional staff members are appointed on a twelve-month basis, other options are available, including an academic-year appointment and a ten-month service appointment.

SALARY MATTERS

Merit

Salary increases for academic professionals are to be awarded in accordance with campus guidelines, and should be awarded primarily on the basis of merit. Academic professionals should understand that they will be rewarded each year on the basis of their performance within the limits of the funds available.

Market

It has been noted that salaries often vary greatly for various academic professionals with the same job titles. These differences can be attributed to the skills and experience various individuals bring to the job and to market considerations. Market factors cannot be ignored when the comparability of salaries is being reviewed.

Review of Salary Minima

The Committee recommends that positions paid at the lower end of the salary scale be reviewed annually for reasonableness by the Academic Human Resources Office. That office should notify unit heads if it discovers apparent problems so they can be addressed (Recommendation 1). Perceived problems should be called to the attention of the appropriate unit heads.

Salary Inequities

Petition and review processes exist for academic professionals who believe their salaries are too low by reason of sex, race, color, national origin, or religion. The policy has its origins in affirmative action/equal opportunity and does not apply

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Salary Inequities

Petition and review processes exist for academic professionals who believe their salaries are too low by reason of sex, race, color, national origin, or religion. The policy has its origins in affirmative action/equal opportunity and does not apply

to perceived inequities stemming from causes other than sex, race, color, national origin, or religion.

To initiate the equity review process, the complainant must file a written petition with the executive officer of the employing unit. This petition should (1) describe the peer group with whom a comparison of salary and accomplishments should be made and (2) state the dollar amount of the perceived salary discrepancies.

In an equity review petition, the peers cited do not have to be in the same unit or have the same job title as the petitioner, but should have similar jobs and comparable qualifications and experience to those of the petitioner. To be acceptable for review, the petition must describe a discrepancy between the salary of the petitioner and the average of the appropriate counterparts that exceeds 10 percent of the petitioner's salary.

After the departmental/unit executive officer receives the petition, a meeting will be arranged between the petitioner and his or her supervisor. At this point the matter will be resolved if a proposed solution is acceptable to both parties.

If the issue is not resolved at the supervisor's level, a review will be conducted by the departmental/unit executive officer in consultation with a standing or ad hoc committee appointed by the executive officer. The petitioner has the right to be heard by this committee. When the committee has completed its review, its recommendations are communicated in writing to the executive officer, who is charged with making a decision in the matter. If the petitioner is not satisfied with the decision of the unit executive officer, he/she may appeal to the administrator to whom the unit executive officer reports. This administrator will review all materials examined at the departmental level and will assess whether fair and proper procedures were followed and whether the decision at the departmental level was sound. The reviewer's decision is final.

Periodic Salary Studies

The Committee recommends that periodic salary studies should be conducted by the Academic Human Resources Office (for example, every 3-5 years) on a campus wide basis for assessing the equity and fairness of academic professional pay scales (Recommendation 2). The guidelines for such reviews should be issued from the Provost's Office. All units should participate, and the Academic Human Resources Office should review the results and report its recommendations to the Provost and unit heads.

VACATIONS, HOLIDAYS, AND LEAVES

Vacations and Holidays

Academic professionals appointed for any period of time other than on a twelve-month basis have no vacation periods except for specific approved holidays. Full-time staff members appointed on a twelve-month basis receive twenty-four workdays of paid vacation per appointment year; part-time staff members appointed on a twelve-month basis receive twenty-four workdays of paid vacation at the percentage of their appointment per appointment year. Vacation is arranged to accommodate the convenience of the staff member with the approval of the unit. A maximum of forty-eight workdays of vacation may be accumulated and carried over into the new appointment year. During a partial-year appointment, vacation is pro-rated. Vacations taken during the holiday recesses, spring break, or other campus "breaks," other than the actual holidays recognized by the University, are considered a part of the annual vacation allowance of twenty-four days.

Administrative Leaves

Certain administrators are eligible for administrative leave at full pay for a two-to four-month period if they have provided five years of continuous, full-time service in an eligible position. The following categories may apply: vice chancellors; deans; directors as well as assistant and associate directors of units reporting directly to the chancellor or one of the vice chancellors; assistant and associate chancellors; assistant and associate vice chancellors, and assistant and associate deans, provided that the administrative position represents a full-time assignment. Many persons in these categories are academic professional employees.

Leave of Absence Without Pay

On the recommendation of the head or chair of a department and with the concurrence of the dean of the college, or on the recommendation of the dean or director of an independent campus unit, an academic professional may be granted a leave of absence without pay (full or partial) by the chancellor for a period of one year or less. Such a leave may be renewed in special circumstances, ordinarily for not more than one year. Leaves for longer periods or frequently recurring leaves would not seem to serve the best interests of the University. It is the obligation of the head of the unit to justify the approval of the leave. Leaves of absence without pay are not normally granted to academic staff on visiting appointments.

In order to continue to receive service and earnings credit for retirement purposes, an employee who is granted a leave of absence without pay must file an election to pay the employee contributions of 8 percent of salary, which are automatically deducted from the employee's earnings when pay is being received.

The Family and Medical Leave Act (FMLA) of 1993 entitles eligible employees to up to twelve weeks of unpaid (or paid) leave for illness or certain family reasons. FMLA leave is available for the following purposes: birth, adoption or foster placement of a child, and in order to care for such child; care of a spouse, child, or parent with a serious health condition; or for an employee's serious health condition.

For employees ineligible for FMLA leave or who have exhausted their 12 weeks FMLA leave, leave without pay for family purposes such as child-rearing and care of an invalid or seriously ill spouse, child, other close relative, or member of the household is available. It is available to male and female staff members, regardless of marital status, and is applicable to the adoption of children. Requests for leave for family reasons are treated like any other request for leave without pay.

According to the federal statute on veterans' reemployment rights, an academic employee who is inducted into the military has the right to reemployment without loss of seniority, provided that the employee makes application for employment within ninety days after being relieved of military training and service. A leave of absence without pay should be requested in these cases. The employee shall be entitled to participate in insurance or other benefits offered by the employer pursuant to established rules and practices relating to employees on leave of absence in effect with the employer at the time such person was inducted.

Sick Leave

Sick leave may be used for illness of, injury to, or need to obtain medical or dental consultation for the staff member, the staff member's spouse, children, parent, or members of the household. A staff member may use sick leave for pregnancy. Following the adoption or birth of a child, sick leave may be used for a period of time, not to exceed twelve weeks, to care for that child.

Academic professionals have twenty-five workdays of sick leave available each appointment year. Twelve of these are cumulative, if unused, to a maximum of 240 workdays. If these twelve days are used, up to thirteen additional workdays are available in that appointment year. The thirteen workdays are not cumulative. When these twenty-five days of sick leave (twelve days cumulative and thirteen days noncumulative) are exhausted in an appointment year, any balance of leave accrued on or after January 1, 1984 may be used. After that amount is completely depleted, any balance of sick leave accumulated prior to January 1, 1984 may be used. Finally, the chancellor may grant paid sick leave up to one-half of an appointment year (including the leaves just described) for full-time academic staff members with at least three full years of service. A staff member who has not accumulated sufficient sick leave and who has not completed three full years of service may, with the approval of the unit, utilize accumulated and unused vacation and/or request leave without pay.

Eligible academic professional staff may participate in the shared benefits (sick leave) pool by donating one or more compensable sick leave days during an annual open enrollment period. Participating employees who later exhaust all accumulated sick leave may request up to 45 additional sick leave days from the pool when experiencing a serious illness or injury or when a disability claim is pending before the State Universities Retirement System (SURS).

Staff members on appointment for less than a full appointment year receive a prorated share of the twelve cumulative and thirteen noncumulative days. Staff members on part-time appointment receive the twelve and thirteen days at the percentage of their appointment. If the percentage of the appointment changes, the previously accumulated sick leave days must be converted to the equivalent number of days at the new percentage.

According to state law and prior actions of the Board of Trustees, upon termination of employment, an employee is eligible for payment for one-half of unused compensable sick leave earned on or after January 1, 1984. The other half of unused compensable sick leave as well as any cumulative noncompensable sick leave balance earned before January 1, 1984, is used as service credit in the State Universities Retirement System. Sick leave balances are centrally collected and reported on an annual basis.

Jury Duty Leave

All academic professionals are given leave with pay for the duration of jury duty and may retain funds paid to them in compensation for such duty. Jury duty leave is strictly a departmental matter, and all arrangements are made between the department head and the staff member. The department must make provisions to handle the work load of the staff member on jury duty; additional funds for this purpose are not available.

Military Leave

Upon approval of the appropriate campus executive officer, an eligible academic professional may be granted a maximum of fifteen consecutive days of paid time for required annual Limited Training and a maximum of thirty consecutive days of paid time for Emergency Call-up in the U.S. Armed Forces. Military leave may not be used to protect veterans' re-employment rights.

ACADEMIC PROFESSIONAL EMPLOYMENT

Establishment of Academic Professional Positions

Establishing a new academic professional position requires prior approval by the Academic Human Resources Office, which reviews the Principal Administrative Position Exemption (PAPE) form to determine whether the proposed duties and qualifications are appropriate to an academic position, as opposed to a civil service staff position. When deemed necessary, the duties and qualifications are also reviewed by the campus Personnel Services Office. If the position is designated as "teaching, research, and extension faculty" or as a previously approved exempt position, the unit may proceed to fill the position in accordance with University and campus policy. Otherwise, if the position fulfills the criteria outlined on the PAPE form, the form is forwarded to the Academic Human Resources Office, which determines whether it can be approved at the campus level or if further review is needed at the central administration level with a recommendation for approval and submission to the State Universities Civil Service System for final consideration. Appendix A includes the current guidelines for establishing new and refilling existing academic professional positions and promotion of academic professional employees.

The current system has nearly 1,400 approved individual job titles. The Committee recommends that the number of these job titles be consolidated considerably, reducing the number from 1,400 to somewhere between 100 and 200 (Recommendation 3). This recommendation is not meant to jeopardize the existing flexibility that the Academic Human Resources Office has in dealing with the State Universities Civil Service System. The Committee studied this possibility carefully and found the task to be achievable. For instance, Assistant to the Head, Agronomy; Assistant to the Head, English; Assistant to the Head, Economics; Assistant to the Head, Geology; etc.; would become just Assistant to the Head under the proposed changes. (A list of the new proposed titles is included in Appendix C.)

The current system includes fifteen different functional areas for categorizing academic positions, as follows:

- #1 Business and Finance
- #2 Computers/Data Processing
- #3 Communications
- #4 Creative/Fine Arts
- #5 Research-Related/Sponsored Programs
- #6 Education-Related
- #7 Health-Related
- #8 Administrative
- #9 Student Relations
- #10 Human Resources Management
- #11 Scientific/Technical
- #12 Data/Information Management
- #13 Social Sciences & Humanities
- #14 Resource Management - Space, Facilities
- #15 Recreation/Athletics

(For complete details, see Appendix B.)

The Academic Professional Personnel Committee recommends that this system be simplified and reduced to the following seven job families. Examples of duties and responsibilities are listed under each job family title

(Recommendation 4):

A ACADEMIC SERVICES/OUTREACH

- Academic Advising
- Academic Support, Other (e.g., curriculum development, etc.)
- Continuing Education and Public Service Outreach
- Cooperative Extension Specialists
- Teaching Laboratory Coordinators
- Off-Campus Academic Programs

M MANAGEMENT/ADMINISTRATION

- Auditing
- Budgeting
- Facility Management
- Financial Management
- General Administrative
- Hospital/Health Service Management
- Legal Counsel
- Operations Management
- Personnel (e.g., staffing, staff development, personnel policy, etc.)
- Quality Control

- I INFORMATION TECHNOLOGY
 - Applications analyst/Programmer
 - Customer Service/User Support/Office Automation/Consulting
 - Hardware or Software Specialist
 - Computing Operations Management
 - Network Administration
 - Scientific/Research Programming
 - Technical Writing (Data Processing)
 - Instructional Support/Programming
 - PC Specialist/Microcomputing
 - Operating Systems
 - Institutional Research/Data Analysis
 - Information Systems & Records Management
 - Library & Information Services
 - Research Data Analysis/Support
 - Collections (academic, not art collections)

- H HEALTH-RELATED
 - Counseling/Therapy
 - Clinical Specialists (e.g., physicians, veterinarians, pharmacists, social workers, etc.)
 - Health Education
 - Speech/Physical/Occupational Therapy
 - Environmental Health Specialists

- P PUBLIC AFFAIRS/PROMOTION/MARKETING
 - Alumni Affairs
 - Communications/Broadcasting
 - Development
 - Media Resource Specialists
 - Public Affairs
 - Public Relations
 - Publications

- R RESEARCH
 - Administration, Research/Sponsored programs
 - Grant Preparation/Development of Research Initiatives
 - Project Coordination/Execution/Support
 - Other research support (laboratory technical)

- S STUDENT SERVICES/STUDENT AFFAIRS SUPPORT
 - Activities/Student Programming
 - Admissions & Recruitment
 - Career Services
 - Financial Aid
 - Housing/Residential Life
 - International and Minority Student Support (not academic)
 - Judicial Affairs
 - Recreation & Athletics

The Committee makes this recommendation after spending a good deal of time reviewing the academic professionals in their own units and others to determine if they could be classified appropriately in the new job families. The results of those efforts were quite positive.

The recommendation to consolidate job titles and categories is made with the assumption that the current procedure of having all new positions approved by the Civil Service System can be amended through a change in legislation or with the concurrence of the Director of the Merit Board.

The Committee recommends that campus officials and the appropriate officials from the Central Administration combine their efforts to explore how appropriate legislation might be proposed and passed that would permit the University of Illinois to establish its own academic professional personnel positions without going to the Civil Service System for exemption. (Appendix D includes wording for such a legislative change.) If current legislation cannot be changed, the Committee recommends that the review of all requests for new academic professional positions be completed by the Academic Human Resources Office and that the actions of the Office be audited only on a periodic basis by the Merit Board as a check on any abuse of granting exemptions from the State Universities Civil Service Act (Recommendation 5).

Evaluation of Performance of Academic Professional Employees

All units are expected to provide regular performance evaluations of academic professional employees on an annual basis at the time salary increases are considered. The Committee recommends that annual performance reviews take place (Recommendation 6). The purpose of the evaluation is to assess performance effectiveness and professional development during the previous year and expectations regarding performance and professional growth for the coming year. The format

and content of such reviews should be tailored to meet the particular needs of the unit and of the supervisor and the employee concerned. The Academic Human Resources Office has models for such evaluations.

Some situations will suggest more formality than others. Various work styles and relationships will prosper more with an informal approach to evaluation and goal setting, but **the Committee recommends that each performance review should involve a discussion and a written summary of the discussion (Recommendation 6).** The summary might be no more than a letter conveying the salary change with a few evaluative comments describing its basis and expectations for the coming year, or it might be considerably more extensive. That letter should be signed by the employee and the employer and then filed with the individual's departmental personnel file. The employee should be given an opportunity to respond to the written comments, and that response should be placed in the employee's personnel file.

It is the supervisor's responsibility to initiate these annual performance evaluations, which are an essential part of good personnel practice. **The Committee recommends when units are audited by the University's auditors, the auditors should verify that written evaluations are being provided (Recommendation 7).** The Academic Human Resources Office will also audit units occasionally to insure that performance evaluations for academic professional employees are being done consistent with campus policies.

Promotion of Academic Professional Employees

Promotional lines for academic professional employees (e.g., assistant director to associate director within a unit) are not always appropriate to the work and needs of the unit. Where appropriate, however, their establishment is encouraged as a means of providing promotional opportunities to outstanding academic professional employees within units. Even where promotional lines do not

exist and are inappropriate, job responsibilities can sometimes be changed to reflect both the needs of the unit and the capabilities of the individual involved. Such changes could involve a redefinition of the job to involve higher-level assignments, a salary increase, and a change of title.

The Committee recommends that it be made possible to promote academic professional personnel from outside a unit to positions within that unit if those positions have greater responsibilities and higher salaries than the positions previously occupied by the individuals being promoted

(Recommendation 8). If the supervisor in the hiring unit knows of a staff member outside the unit and that staff member has the ideal credentials for the open position in his/her unit and the move represents a natural progression in responsibilities and duties, the supervisor should be able to recommend that the individual be promoted into the position without a search. Such action could provide academic professionals with additional promotional opportunities in an environment where very few exist, and eliminate the cost and effort expended on searches where ideal candidates have already been identified. In such instances, it could be better for the University and all involved individuals if a promotion is requested rather than a search instituted.

To maintain an appropriate system of checks and balances and to protect the openness of the University's personnel system, the development of promotional opportunities, changes in job responsibilities with accompanying title changes, and promotions from outside the unit would require two forms of review and action. The Director of Affirmative Action would review the proposed action for its affirmative action implications and the Director of Academic Human Resources would review the validity of the request.

GRIEVANCES

Professional Advisory Committee Grievance Procedures

The Professional Advisory Committee believes amicable mutual settlement of issues is preferable to formal grievance procedures because such settlement is more conducive to a satisfactory continuing employment relationship. Thus, academic professional personnel are urged to discuss their problems with their unit heads if they are unable to solve them through discussion with their immediate supervisors. Formal grievance procedures should be used only after informal efforts within the employee's unit have left all or part of the problem unresolved.

Any academic professional staff member may request the attention of the Professional Advisory Committee with regard to a grievance. A potential grievant may approach any member of the committee for informal advice and consultation. The committee may not take action, however, until the grievance has been presented in writing to a member of the committee. No committee member may refuse to accept such a grievance. Any matter thus presented will be reported to the committee at its next meeting.

The written grievance must identify and describe the subject matter of the grievance, summarize the results of informal efforts to resolve the grievance, and specify the remedy sought. A grievance should be presented within a reasonable time after the circumstances prompting the grievance have taken place or after the staff member becomes aware of the grounds for the grievance. Only in unusual cases will grievances be considered if delayed more than six months.

On receipt of the formal written grievance, the committee will determine whether the matter is within its purview and whether it merits investigation. If both conditions are met, the committee may instruct its chair to (1) attempt to resolve the matter with appropriate University authorities or appoint another committee member

to do so, or (2) appoint a subcommittee of three members of the committee to investigate and report its findings and recommendations to the committee within a reasonable time. (In some circumstances, a grievance subcommittee may contain two committee members plus one academic professional employee who is not a member of the Professional Advisory Committee.) If timeliness is an issue, the chair may convene the executive committee to determine whether the grievance is within the committee's purview, and if so, with the executive committee's approval, may appoint a subcommittee to begin investigation immediately. If the chair is not available, another member of the executive committee may act in the chair's place.

The committee shall review the chair's or the subcommittee's report and take whatever action it deems appropriate. Among its possible actions, the committee may (1) dismiss the matter; (2) direct the chair or the subcommittee to conduct further investigations; (3) direct the chair or the subcommittee to attempt to resolve the matter; or (4) communicate its conclusions and recommendations to the grievant, the chancellor or president, and, as appropriate, to others involved in the case or officially concerned with its outcome.

Before the committee recommends administrative action, affected parties should be notified in writing and shall have fourteen working days from the date notification is received to inform the committee, in writing, of additional relevant information or facts that may affect the committee's recommendations. The committee will consider such additional information before making its final recommendation.

Any grievance matter coming before the committee will be held confidential by the members to the extent allowed by law. Any public statement by the committee concerning a grievance will be made only by the chair or the chair's designee, with prior approval by a majority of the committee.

Complaints of Discrimination or Harassment

Members of the academic professional staff who believe they have been discriminated against or harassed by a University employee and who are unable to reach a satisfactory informal resolution of the matter may use the appropriate, existing grievance procedures for claims of discrimination. *Sexual harassment* is defined by law, and includes any unwanted sexual gesture, physical contact, or statement that is offensive, humiliating, or an interference with required tasks or career opportunities at the University. Further, campus policy addresses the inadvisability—as well as the potential conflict of interest and potential abuse of academic, professional, and supervisor responsibility—of romantic or sexual relationships between an employee and a student, or between a supervisor and an employee, even when both individuals appear to enter such relationships by mutual consent. The procedures for complaints and grievances alleging discrimination or harassment by reason of race, color, religion, sex, national origin, ancestry, age, marital status, disability, sexual orientation, unfavorable discharge from the military, status as a disabled veteran or veteran of the Vietnam era are outlined in the following documents: (1) *Policy and Procedures for Addressing Discrimination and Harassment* and (2) *Pre-Employment Complaints and Grievances for Faculty and Academic Professional Positions*.

AWARDS AND SCHOLARSHIPS

Chancellor's Academic Professional Excellence (CAPE) Award

The Chancellor's Academic Professional Excellence (CAPE) Award is designed to recognize demonstrated excellence by academic professional staff at the Urbana-Champaign campus, including off-campus staff of Continuing Education and Public Service, and Cooperative Extension Service, as well as central administration staff located on campus. The award is intended to encourage professional development and improve morale by honoring contributions by outstanding academic professional staff members. Any academic professional staff member whose appointment is at least 50-percent time, has been employed as an academic professional for at least three years at full-time or the equivalent, and does not have a tenured or tenure-track appointment, is eligible to be nominated for the CAPE award. Nominees for the CAPE award are judged on three criteria: work, personal, and professional contributions. Each winner of the CAPE award receives \$2,000 in cash for personal use at the award presentation each spring, and \$1,000 is added to the individual's base salary. In addition, \$1,000 is added on a one-time basis to each winner's departmental budget to be used for the purchase of equipment, materials, or training that will benefit the winner's workplace in future years. A maximum of three awards may be given annually.

Executive MBA Program Scholarship

The Executive MBA Program in the College of Commerce and Business Administration leads to the Master of Business Administration degree. Entry is limited to experienced administrators who retain full management responsibilities while participating in the in-depth integrative study of advanced management. The Program features learning through direct interaction of immediate management problems.

The Program comprises four semesters of classroom work beginning with one full week in autumn. Ongoing classes are all day long on alternating Fridays and Saturdays. Study groups will meet regularly one evening each week. There is no formal coursework over the summer although each study group completes a community service consulting project during the summer. Time spent attending classes will not be charged against the employee's vacation time.

The objective of the Program is to develop full-spectrum managers knowledgeable in accounting, finance, marketing, manufacturing, industrial relations, international business, and the legal and economic environments. Instruction is provided in the use of computers, quantitative methods, and human behavior to help make better managerial decisions.

Only academic professionals and nonacademic employees in managerial roles are eligible to compete for Executive MBA Scholarships. If there is sufficient interest in the Program, the Provost will fund one full scholarship to the Program each year. This scholarship will cover all costs (\$14,400) of the Program.

PROFESSIONAL DEVELOPMENT

Tuition Waivers and Fee Exemptions for Academic Professional Personnel

Academic professional personnel may register in University of Illinois courses for which they are eligible for admission and in which space is available with approval of their supervisors. If this privilege is extended, staff members must continue to fulfill all obligations of their positions. All academic professionals who register for university courses are eligible for a tuition waiver if they hold an appointment of 25 percent or more of full-time service, provided the appointment requires services for not less than three-fourths of a term. If they qualify for tuition waivers, they are exempt from all fees. Therefore, they do not have access to the benefits provided by the student fees, such as use of the Intramural-Physical Education Building, unless they make individual arrangements to pay for these benefits. Those employees who are not eligible to participate in the mandatory State of Illinois Employees Insurance Program are assessed a fee for student health insurance.

In addition to work-related conditions that may be imposed by supervisors, the Graduate College sets limits on the number of units of credit that may be taken by academic employees registered in the Graduate College. Similarly, the colleges concerned set limits on the number of credit hours that may be taken by academic employees registered in undergraduate colleges:

Job Switch Program

Academic professionals who would like to broaden their work experiences may, with the permission of their supervisors, apply to the Academic Human Resources Office for a job switch of 3-6 months in length. To be eligible for such a switch, they must demonstrate that the experience they want will fit into their long-range career plans and will be of benefit to the University.

Personnel in the Academic Human Resources Office will contact the supervisor in the unit to which the job-shift candidate wants to move to try to make the necessary arrangements. If no one in the unit wants to switch positions with the person initiating the switch, the Academic Human Resources Office will contact the candidate's supervisor to see if he/she will permit the employee to work part or full time for a limited period of time in the other unit to gain the required experience without gaining a replacement employee.

The units in which the employees are employed before the job switch continue to pay their salaries.

Professional Meetings, Seminars, and Short Courses

Academic professionals are encouraged to go to their supervisors to request funding for seminars or short courses offered on or off campus that should help to increase their expertise and improve their performance on the job. They should also feel free to request support to attend at least one professional meeting every 1-3 years if they can demonstrate that the meeting will contribute positively to their development as an employee.

Consulting and Non-University Employment

Academic professionals must have advance approval for and report any non-University employment (including employment performed at night, on weekends, or during vacations). Approval must be obtained from the unit head and the employee must complete the *Report of Non-University Activities Form* annually.

Permanent Job Changes

Academic professionals who wish to seek employment elsewhere within the University are urged to consult the Academic Staff Job Registry, which is a listing of

academic professional openings on the Urbana campus. Compiled by the Academic Human Resources Office, the job registry provides an easily accessible, comprehensive central source of information about academic professional vacancies. Complete descriptions of the positions may be consulted during regular business hours at 807 South Wright. Summary listings are provided in *Inside Illinois* on the first and third Thursdays every month and on Fridays in the *Daily Illini* when classes are in session.

TERMINATION OF EMPLOYMENT

Resignations

Resignations are submitted in writing to the supervisor, department head, or other appropriate administrative officer. A resignation does not become effective until officially accepted. The unit and the employee must also complete and sign a Resignation/Separation form indicating any balance of vacation and sick leave. There is no minimum notice of an intention to resign that an academic employee must give a unit, although employees are encouraged to give as much notice as possible to allow for a smooth transition.

Academic staff members employed at UIUC for the academic year who are resigning at the end of the service period can continue their benefits through the summer only if they request that their pay continue through August 20. Academic staff members employed on a twelve-month basis can continue all their benefits by extending their appointments to include all accumulated vacation.

In accordance with state law, the health and life insurance coverage provided by the state and the benefits available to active employees under the State Universities Retirement System cease as of the resignation date. Under federal legislation (COBRA) enacted in 1986, a "continuation option" exists that permits continued medical and dental coverage after employment by making personal payment of the premium.

Method of Final Payment

The method of final payment of unused vacation time is subject to the approval of the unit head. Academic employees on twelve-month contracts who retire, resign, or otherwise terminate their employment with the University may be paid for accumulated vacation earned, but not taken, as of the date of termination up

to a maximum of forty-eight working days. Or they may wish or be asked to take their vacations before the completion of their contracts. Supervisors are advised to provide reasonable notice when asking an employee to take vacation before the completion of the employee's contract. If, however, the academic staff member is unable to take earned vacation time prior to the end of the contract period, he or she may request that the contract be extended to account for the vacation days due.

Vacation used to extend the date of official separation beyond the last date of service, whether occurring within the period of the employee's existing contract or necessitating an extension of the contract, is defined as terminal vacation. This may be advantageous to employees who wish to extend their health insurance benefits without resorting to the higher cost of COBRA. While using terminal vacation, the individual will not accrue additional vacation and/or sick leave. Also, the individual will not be paid for any holidays that occur while the terminal vacation is being used; to receive payment for holidays, the employee must apply vacation days.

Academic employees who are transferring from one academic position to another and are remaining on an academic contract with continuous service may not be paid out for accumulated vacation and sick leave. State law requires repayment of any lump sum benefits paid to an employee who resigns if that employee is reemployed by the University within thirty days of the termination of his or her previous employment. As a condition of the employment, the employee must repay any lump sum within thirty days after the new employment commences.

Although employees on an academic-year or ten-month service basis do not earn vacation, they will be paid upon termination of services for the percentage of the service contract year completed. Thus, an academic-year employee at Urbana-Champaign may receive the entire balance due for his or her appointment year as of May 20. Academic-year appointees have the privilege of receiving their salary during the year prior to retirement over a nine-month period (rather than over a twelve-month period) so that their retirement annuity can begin June 1. Academic

staff members on a ten-month-paid-over-the-twelve-month appointment will have the same options available to academic-year appointees.

NOTICE OF NONREAPPOINTMENT

Notice of Nonreappointment for Academic Professional Staff

Full-time, nonvisiting academic professional employees (except for intercollegiate athletics coaches) are entitled to receive notice of nonreappointment as indicated in the following chart.

Figure 2. Length of Notice of Nonreappointment Required by Source of Funds and Number of Years of Full-Time Service

Employees Paid from "Hard" Funds (State, Auxiliary, Revolving Accounts)		Employees Paid from "Soft" Funds (Grants, Contracts, Federal Funds)	
Length of Full-Time Service (In Full Appointment Years Completed)	Minimum Notice (Months)	Length of Full-Time Service (In Full Appointment Years Completed)	Minimum Notice (Months)
Less than 4	6	Less than 4	2
4 and over	12	4	6
		5	7
		6	8
		7	9
		8	10
		9	11
		10 and over	12

The length of notice required is determined by two factors: the length of time the employee has served the University as an academic professional and the type of funds from which the employee is paid. Contracts paid from "soft" funds specify that the appointment is subject to receipt of funds; contracts paid from "hard" funds have no such specification.

Computation of length of service for twelve-month, ten-month, and nine-month appointments will be on the basis of continuous full-time, nonvisiting employment in academic professional positions, counting from the first date of employment in such positions to the date notice is given by the Board of Trustees. Periods of time during which the employee is on leave without pay (full or partial)

will not count toward the total service credit in determining the minimum required notice. Any prior service credit should be clarified at the time the academic professional position begins. Any break in service of more than thirty calendar days through resignation, termination, etc., would require that the clock start again, but service in one full-time academic professional position eligible for notice will transfer to another full-time academic professional position if no break in service is involved. A short break (thirty days or less) will be handled like a leave without pay in terms of service credit for notice of nonreappointment.

Formal notice of nonreappointment by the Board of Trustees is not required for part-time academic professional employment or for positions that include in the title the terms *visiting*, *acting*, or *interim*.

All employees serving as coaches on annual contracts shall receive three months notice of nonreappointment if they have been employed four years or less; thereafter, they must receive six months notice of nonreappointment. All employees serving as coaches serve at the pleasure of the athletic director and the chancellor.

Although the department must notify the staff member of nonreappointment in writing, it is the Board of Trustees that gives the official notice. The length of notice required is calculated from the date of notice by the Board of Trustees, not from the end of the current contract. If notice is given later than specified in an appointment year, it will be accompanied by an offer from the Board of Trustees of a terminal contract for an additional appointment that will extend the current appointment through the period of minimum notice. For example, academic professionals with pay dates of August 21 to August 20 should be given notice of nonreappointment by the Board of Trustees before February 21 for six months' notice, or before August 21 for twelve months' notice (i.e., six months or twelve months prior to the end of the appointment). If notice is not given by these dates, the employee will be offered a terminal contract for either six or twelve months, as appropriate, extending from the date of notice by the Board of Trustees.

Termination of Long-Term Academic Professionals

Before a full-time, nonvisiting academic professional employee with ten or more years of continuous full-time academic professional service to the University can be released, a search for alternative employment within the University must be conducted. This policy attempts to encourage and facilitate the retention of productive, long-term academic professional employees. It is intended to ensure careful and thoughtful exploration of alternatives to the issuance of a formal notice of nonreappointment to a long-term academic professional when the position that he or she occupies is to be terminated for economic or programmatic reasons. The key feature of these procedures is advance consideration of the proposed termination of a long-term academic professional, in the hope and expectation that reviewing officers at the school, college, or campus level, having a broader perspective than the unit-level officer and being alerted to the situation at an early stage, would often be helpful in finding an alternative to the termination of a valued employee.

Relocation Plan

Academic professional employees who have more than five years of continuous full-time, nonvisiting service to the University on the Urbana-Champaign campus and who are being released from their current positions due to lack of funds may be interviewed upon request via the Academic Human Resources Office for any academic vacancy at UIUC. The individual conducting the search is required to interview the employee and will be asked to give all possible consideration to the employee's application, although the university's policy of hiring the best-qualified candidate also applies. To be eligible for the Relocation Plan, employees must submit a resumé and a letter from the terminating unit to the Academic Human Resources Office.

RETIREMENT SYSTEM

State law requires all new employees of the University of Illinois to become participants in the State Universities Retirement System (SURS) immediately upon employment if they are employed at least 1 percent time and continuously for at least four months.

Contributions of 8 percent to SURS are deducted from the employee's earnings. (Employees of state universities and colleges are not eligible for federal Social Security coverage; therefore, no Social Security taxes are withheld from earnings. However, new employees hired on or after April 1, 1986 must pay the Medicare tax.) Employees who terminate their employment may elect to receive a refund of the employee's total contribution of 8 percent of earnings, plus interest at a rate not to exceed 4 1/2 percent compounded annually. An employee who returns to participation for at least two years after having accepted a refund may repay the refund, with accumulated interest, and reinstate the previous service credit.

The employee contributions are picked up by the employer and treated as employer contributions for income-tax withholding purposes. Retirement contributions are based on the gross earnings before the employer pickup and are included in earnings.

The law does exclude from SURS coverage those individuals whose employment is irregular, intermittent, or temporary. This affects staff (civil service) employees whose only employment is in an extra help or temporary appointment, academic employees whose only appointments are for 0-percent time or are expected to continue for less than four months, and all academic hourly employees. Because of federal legislation extending Social Security taxes to state and local government employees not participating in a retirement system, the University must make deductions for Social Security taxes (currently 7.65 percent) from these employees' earnings. The federal legislation treats SURS annuitants as participants in a

retirement system and excludes them from Social Security. The only exception to this rule is for non-U.S. citizens with a J-1 or F-1 visa employed on or after July 1, 1991. These employees will not be required to participate in SURS, Social Security, or Medicare.

The IRS regulations permit state and local government employees not covered by a defined benefit retirement system (SURS) to elect, as an alternative to Social Security, to contribute at least 7.5 percent of their earnings to a defined contribution retirement system offered by the employer via payroll deduction. For University employees, the individual retirement plans available include the State of Illinois's Deferred Compensation Plan and the various tax-sheltered annuities available under 403(b). Employees should contact the Benefits Center as soon as possible before their appointments begin if they wish to contribute to one of these plans rather than to Social Security.

Service Credit and Leaves of Absence

Service credit is one of the most important factors in determining eligibility for retirement system benefits and the amount of such benefits. Employees receive service credit for all periods during which contributions are withheld from their earnings. Under certain circumstances, service credit may also be received for military service, for other prior employment at half-time or more for an employer covered by SURS, for full-time public employment in Illinois, for full-time public school employment in other states, and for employment with the United States government.

Employees who are granted a leave of absence with pay at 50 percent time or greater, such as an administrative leave, are fully protected under the retirement system during the leave and earn full service credit. (Those who take a leave of absence at less than 50 percent pay must pay the employee contribution on the forfeited portion of the salary in order to get service credit for the time spent on

leave. They must also return to employment at a certain percent time and for a certain length of time following the leave.) Employees on disability leave receive full protection during the first sixty days of such leave and during the period that disability benefits or workers' compensation benefits are paid, even though no employee contributions are made. Persons on military leave receive full credit for retirement purposes for up to five years of active duty without payment of contributions, if they return to employment with the University within one year of termination of military service; however, they are not considered as employees in determining eligibility for other benefits. Academic staff members are considered employed during the entire fiscal year, even if they do not receive compensation during the summer months, unless they decline their employment contract for the succeeding year or their employment status is otherwise terminated. Therefore, they are protected in case of disability or death occurring during the vacation periods, and service credit will be granted covering those periods.

However, employees who are granted a leave of absence without pay (other than military or disability) must contribute 8 percent of their full salary as of the date the leave begins in order to receive service and earnings credit for retirement purposes. (They continue to receive disability, death, and survivors' insurance protection during leave without pay even if they do not elect to pay the 8 percent employee contribution.) The payment may be in a lump sum or in monthly installments. An Election to Make Contributions While on Leave of Absence at No Pay form, available from the retirement system office, must be filed within sixty days following the beginning date of the leave. If possible, it should be filed before the leave begins.

Early Retirement Option

The University participates in a program which provides that those who retire between age fifty-five and sixty with at least eight but less than thirty-five years of service in the State Universities Retirement System may do so without the normal

reduction of .5 percent of the initial annuity for each full month that the retirement age is under sixty. The program requires a one-time employer contribution of 20 percent and a one-time employee contribution of 7 percent of the highest full-time annual salary rate during the four-year average salary period for each year that the retirement age is under sixty (20 percent and 7 percent for age fifty-nine; 40 percent and 14 percent for age fifty-eight; to a maximum of 100 percent and 35 percent for age fifty-five). The employee amount may be 7 percent for each year of service credit less than thirty-five years, if this would result in a smaller cost.

The number of persons retiring under the plan may be limited by the University, but to not less than 15 percent of those eligible in a year. The right to participate is allocated among those applying on the basis of seniority in the service of the employer. The plan is in effect until September 1, 1997.

Death and Survivor's Benefits

When beginning participation in the retirement system, University employees are given a beneficiary designation form. This information should be kept current by notifying SURS of such events as the birth of a child or the death of a beneficiary. The law governing SURS provides that divorce of a spouse disqualifies the former spouse from receiving survivors' insurance benefits. A former spouse must be designated or redesignated as beneficiary after the date of the divorce to be eligible for any lump-sum death benefit that is not a survivors' insurance benefit. The beneficiary designation is for lump-sum death benefits and does not have any bearing on survivor benefits.

If an employee dies after establishing at least one-and-a-half years of service credit (or ten years of service credit if death occurs after termination of employment but before retirement), the survivors—a spouse of at least one year, dependent parent, unmarried children under age eighteen—may receive the following: (1) a death benefit equal to the employee's retirement contributions of 7 percent of

earnings and interest payable to a designated beneficiary; (2) a lump-sum survivors' insurance payment of \$1,000; and (3) a monthly survivors' annuity of one-half of the employee's earned retirement annuity or, if greater, an amount that depends upon the number of eligible survivors and the employee's average earnings during the high four consecutive fiscal years, or during the entire period of service if the employee has less than four years of service. Monthly survivors' benefits begin when the surviving spouse reaches age fifty or a surviving parent reaches age fifty-five. However, if children under age eighteen qualify, the payments are also made to the surviving spouse (if the child lives with the surviving spouse) from the date of death until the youngest unmarried child attains age eighteen.

The following amounts are paid if the beneficiary waives the survivors' insurance benefits or does not qualify for such benefits: (1) a refund of the employee's total retirement deductions and interest and—if the employee dies in service—a lump sum of \$2,500 to a nondependent beneficiary or (2) an amount equal to the employee's average annual earnings to a dependent beneficiary (not to exceed \$5,000).

An eligible survivor of a deceased retiree is entitled to a lump-sum survivors' insurance benefit of \$1,000 plus the monthly survivors' annuity referred to above. If the survivor does not qualify for the lump-sum and monthly survivors' insurance benefits or waives the right to receive such benefits, the beneficiary named by the employee will receive a death benefit equal to the employee's normal retirement contributions and interest at retirement, less the sum of the retirement annuity payments, or \$1,000 whichever is greater.

Disability Retirement Allowance

A participant in the State Universities Retirement System whose disability benefits are discontinued due to the 50-percent-of-total-earnings limitation is entitled to a disability retirement allowance of 35 percent of the basic compensation payable

to the employee at the time the employee's disability began. The employee must have a medically determinable physical or mental impairment that would prevent the employee from engaging in any substantial gainful activity, and that can be expected to result in death, or that has lasted or can be expected to last for a continuous period of not less than twelve months.

Retirement Dates

Academic staff members on twelve-month contracts may be given an additional ten-day appointment through August 31 at the same rate of pay from the previous year and the retirement date may be set for August 31. The August 31 retirement date is not an available option to academic staff members on academic-year or ten/twelve-month contracts. Academic staff members on academic-year or ten/twelve-month contracts must retire no later than August 20.

Also, an academic staff member on an academic-year contract may request to retire on May 20, which is the end of the academic-year service period, and receive all pay on May 20. This option is not available if the staff member is to have a summer appointment. A staff member having a summer appointment may retire upon the completion of the summer appointment or on August 20, and at the next regular pay date receive final pay for the previous academic year as well as for the summer appointment. Academic staff members on a ten/twelve-month contract may also retire at the end of their designated service period.

Retirement Benefits

An employee's retirement annuity generally is based on years of service and average earnings during the high four consecutive academic years—including summer session earnings, overtime pay, and up to forty-eight workdays of accrued vacation earnings, which are paid at retirement. A money-purchase formula for calculating retirement benefits will be used, if it results in a greater retirement

annuity than that provided by the general formula. Ordinarily, the money-purchase formula provides a greater retirement annuity than the general formula, if the employee leaves Illinois service at an early age with a relatively short period of service. On the other hand, the formula based on years of service and average earnings normally provides a greater retirement annuity in the case of a relatively long period of service at retirement.

One year before retirement, an employee should check with the retirement system to be certain that he or she has established credit for all possible service. If an employee has additional service credit to establish, it is necessary to make all payments before retirement in order to receive credit for previous service, thus increasing the retirement annuity. Someone who is planning to retire should also request a retirement application form from the retirement system office at least sixty days prior to retirement.

Generally, the first monthly retirement annuity check is an estimated payment payable on the first day of the month following the date of retirement. Preliminary estimated payments will be paid until the retirement claim is finalized, which is typically sixty to ninety days. Payments are not made for fractions of a month; consequently, it is financially advantageous to terminate employment at or near the end of a month.

Reemployment of Retired Academic Staff Members

If it is determined that the needs of the University can be met by reemploying a retired academic staff member, the retiree may be reemployed after a minimum break in employment of sixty days. (If the reemployed retiree returns to work before a sixty-day lapse in employment, his or her retirement annuity will be cancelled, regardless of whether the employment is full-time or part-time, and all annuity payments that may have been made must be refunded to the retirement system.) A reemployed retiree who expects to continue working at the University

for a period of at least nine months may file an election with the State Universities Retirement System to forgo all annuity payments during the period of reemployment and resume status as a participating employee. Upon subsequent retirement, the previous retirement annuity will be reinstated and the reemployed retiree will be entitled to an additional annuity based upon service completed after the date of initial retirement.

CONCLUSION

In reviewing the material on academic professional personnel that now appears in the *Academic Staff Handbook, 1994-96* and the *Campus Administrative Manual*, it was clear to the Academic Professional Personnel Committee that the University of Illinois has the framework for an excellent academic professional system in place. Many of the sections of the *Academic Staff Handbook* are included in the Committee's report with little or no modification to describe the major components of the system that already exist. None of the relevant information from the *Campus Administrative Manual* is included in the report, however, and a number of chapters and major sections of the *Academic Staff Handbook* are omitted. For instance, little is included about the services available to academic professional employees, and no references is made to cultural, social, and recreational opportunities are available to academic professional employees.

Not only does a framework for an excellent academic professional personnel system exist, but it has many positive features that should not be altered. The Committee applauds its simplicity with regard to rules, policies, and regulations. Its flexibility, with regard to hiring and terminating employees, making it possible to recognize personnel for meritorious performance, being able to hire personnel with the skills desired, and being able to schedule personnel to meet the work requirements, is an important asset for the University.

The Committee did, however, identify areas that it felt needed to be streamlined to provide effectiveness and efficiencies within the system. It also suggested steps that will promote more fairness, equity, and will improve the University's personnel practices.

The major changes we recommend relate to the structure of the system and the fact that all positions must be established as exemptions to the State Universities Civil Service System—a procedure that is frustrating and time-consuming. If at all

possible, new legislation should be written and passed to eliminate this troublesome bottleneck in the system (Recommendation 5).

The system could be simplified immensely by reducing the existing 15 functional areas to the seven job families that the Committee recommends (Recommendation 4). This change could be made without a tremendous amount of effort and within a period of less than a year. This change should also be accompanied by a reduction in the number of job titles through consolidation of similar titles into generic groupings (Recommendation 3). Again, the work involved should not be extensive.

These changes would be very difficult, if not impossible, to accomplish if the establishment of individual positions and the structure of the system continue to be controlled by the Civil Service System.

Concern exists that salaries for positions with the same titles, and apparently similar duties and responsibilities in various units vary too much. The Committee believes that wide differences in salaries are justified if one considers market factors and the experience and expertise of the individuals in the positions. These factors, plus the magnitude of the contribution to the operation and success of the employee's unit should all contribute to the determination of salary level. To avoid gross injustices in salaries for particular job titles, the Committee recommends that the Academic Human Resources Office review positions paid at the lower end of the salary scale annually and that it notify unit heads if it discovers apparent problems so that adjustments can be negotiated (Recommendation 1).

Although salary equity review procedures are already in place, the Committee strongly recommends that periodic salary equity reviews be conducted (for example, every 3-5 years) on a campus-wide basis. Such reviews should be initiated by the Provost's Office and the results reviewed by the Academic Human Resources Office (Recommendation 2).

With regard to good personnel practice, the Committee recommends that supervisors formally evaluate the performance of their academic professional employee each year and that together the employer and employee review expectations for the coming year. Written records of these discussions and evaluations should be included in the employee's departmental personnel file (Recommendation 6). A proposed procedure for such evaluations is included in the body of this report. It involves only minor changes in existing procedure, but does make such evaluations mandatory and provides for some checks to make sure the evaluations are being done.

The Committee believes the University should try to increase the opportunities available to academic professionals to increase their knowledge and to broaden their work experiences through access to further education, to temporary job shifts, and to permanent job changes from within and outside their existing units. Professional development opportunities are seen by the Committee as being very important.

The Committee suggests several new opportunities that are included in the body of the report. The Committee proposes a policy that should increase promotional opportunities outside one's unit for persons who have performed well, have attracted attention, and who have the qualifications for the position in question (Recommendation 8). This proposal was developed in response to the common complaint from academic professionals that opportunities for promotions are extremely rare. It should reduce the number of searches that are needed and should also help in decreasing the anxiety of candidates for positions who frequently find that the position they are seeking has been awarded to a candidate within the unit.

Certainly a better academic professional personnel system is well within the University's grasp. However, it is clear that a concerted effort will be required to make the changes recommended here to establish the system as an independent entity, and to define it more clearly.

APPENDICES

APPENDIX A

Establishing New and Refilling Existing Academic Professional Positions
and Promotion of Academic Professional Employees

Office of Academic Human Resources

Suite 420, MC-310
807 South Wright Street
Champaign, Illinois 61820

217 333-2759
217 333-6747
217 244-5584 fax

ESTABLISHING NEW AND REFILLING
EXISTING ACADEMIC PROFESSIONAL
POSITIONS AND PROMOTION OF ACADEMIC
PROFESSIONAL EMPLOYEES

Note: The State Universities Civil Service System has recently revised the Principal Administrative Position Exemption (PAPE) form. This new form is attached and should replace the existing PAPE form immediately.

Section 36e of the State Universities Civil Service System Statutes provides that all University employees shall be covered by the State Universities Civil Service System except for the following persons:

- "...(1) The members and officers of the Merit Board (State Universities Civil Service Merit Board) and the Board of Trustees, and the commissioners of the institutions and agencies covered hereunder;
- (2) The presidents and vice presidents of each educational institution;
- (3) Other principal administrative employees of each institution and agency as determined by the Merit Board;
- (4) The teaching, research, and extension faculties of each institution and agency;
- (5) Students employed under rules prescribed by the Merit Board, without examination or certification."

As can be seen from the above, item (3), principal administrative employees may only be exempt from the Civil Service System by obtaining an exemption for the position from the State Universities Civil Service System. An academic principal administrative position is an academic professional position, that is, an academic position that carries a title other than those recognized in the University of Illinois Statutes. Those identified by the Statutes are:

1. Teaching/research/clinical assistant
2. Teaching/research/clinical associate
3. Instructor
4. Lecturer
5. Assistant Professor
6. Associate Professor
7. Professor.
8. Any of the above titles which include the term "visiting," "adjunct," or "clinical" and the term "research" in titles 5, 6, and 7.

Prior Approval Required for New Positions

The campus requires that prior to the establishment of a new academic professional position, even if the position will use an existing title, approval must be obtained from the Academic Human Resources Office. Accompanying the request for a new academic professional position must be a completed Principal Administrative Position Exemption (PAPE) form (Attachment I) and a Supplemental Academic Professional Position Information Form (Attachment II). If the position can be justified as an academic principal administrative position and the position title is not yet an exempt one, the PAPE will be forwarded for approval of the State Universities Civil Service System. Any new academic professional position request may also be subjected to review by the Campus Personnel Services Office for their opinion of the appropriateness of the position as academic rather than nonacademic.

Appropriate approvals for new academic professional positions must be sought prior to steps being taken to fill the position. All academic professional appointments and affirmative action job notices will be monitored to assure compliance with the approval process. Monitoring will also occur to assure that titles of approved positions are not changed. A title change may be implemented only after a request to change a title has been made and approved.

Criteria for Justifying Academic Professional Positions

There are two basic categories of positions that may be justified as academic professional. These are:

1. Positions that are clearly teaching, research, or extension oriented.
2. Positions that are academic principal administrative and can be justified in accordance with the criteria listed on the Principal Administrative Position Exemption form.

An academic professional position which is occupied by a teaching-research faculty member will be classified as exempt from Civil Service by reasons of the faculty occupant. Such positions must be submitted for approval and the position must always be filled by a faculty member. An example of such a position may be a professor who obtains a grant, and with the appropriate approvals, wishes the title of director added to his/her appointment for the duration of the grant. Under certain circumstances, other academic professional positions held by a faculty member with an administrative increment only, may be classified as exempt from Civil Service as a "faculty" position.

If the position is believed to be a principal administrative position, the PAPE form will be submitted under any one of the four criteria: A, B, C, or D. Whichever of the four criteria is chosen to justify exemption, the position description must clearly demonstrate that the conditions expressed in that criterion are met. If the choice is criterion C, for example, the discretion and independent judgment required for the position must be demonstrated by listing five to ten duties and responsibilities which point out the discretion and independent judgment involved in the position. Under criterion D, the duties and responsibilities must reflect the need for knowledge of an advanced type and for the exercise of discretion and judgment. These procedures are summarized in Attachment III.

Refilling Existing Academic Professional Positions

When a unit wishes to refill an existing academic professional position, it must submit along with the Affirmative Action Pre-Audit Form a Supplemental Academic Professional Information Form (Attachment II). In these cases a new Principal Administrative Position Exemption (PAPE) form is not required. If, in refilling the existing position, the unit wishes to change the title or description of the position, a PAPE must also be submitted.

Changes to Approved Positions

Be cautioned at the outset that an approved academic professional position can revert to unapproved status. This can happen if there is a change in the title of the position to an unapproved title and/or if there is a change in the duties and responsibilities of the position outside of the scope of the original position description.

Before making title and/or duties and responsibilities changes, a new Principal Administrative Position Exemption form must be submitted along with a covering letter explaining the proposed changes. A determination will be made regarding the future status of the position and whether or not, in the case of a principal administrative position, approval of the State Universities Civil Service System must be sought.

Promotion of Academic Professional Employees

Promotional lines or ladders for academic professional employees, e.g., assistant director to associate director within a unit, are not always appropriate to the work and needs of the unit. Where appropriate, however, the Campus encourages their establishment as a means of providing promotional opportunities to our best academic professional employees. (The existence of such lines does not require their use for promotions - one has the latitude to hire a new individual if no one in the unit is well qualified for the promotion.) Even where promotional lines or ladders do not exist and are inappropriate, jobs can sometimes be upgraded to reflect both the needs of the unit and the capabilities of the individual involved. Such upgrades could involve both a redefinition of the job to involve higher-level assignments and an upgrading of the title as well as the salary.

Both the development of lines or ladders and the upgrading of an individual job with title change require two forms of review and action by the Office of Academic Human Resources. The Associate Chancellor and Director of Affirmative Action must review the proposed action for its affirmative action implications and the Assistant Chancellor and Director of Academic Human Resources must review it to ascertain its status with regard to the Principal Administrative Position Exemption process. Thus, a joint letter to these two individuals outlining the proposed personnel action is required.

Questions concerning the establishment of a new academic professional position, changes to an existing academic professional position, or the promotion of an academic professional employee should be directed to the Academic Human Resources Office (333-6747).

Attachment I: Principal Administrative Position Exemption form-

Attachment II: Supplemental Academic Professional Position Information
form

Attachment III: Summary of Procedures and Comments

UNIVERSITY CIVIL SERVICE MERIT BOARD

PAPE #		
CL	MO	TC
EX	CA	

Institution or Agency: UNIVERSITY OF ILLINOIS

PRINCIPAL ADMINISTRATIVE POSITION EXEMPTION

Sec. 36e(3) of the Statute provides for exemption from civil service coverage for certain principal administrative employees at each institution and agency as determined by the Merit Board. Only positions whose duties and responsibilities meet one or more of the following Criteria will be approved for exemption.

Criterion A:

- (1) Whose primary duty is administrative management of a Campus or Agency division or like unit, and who reports to the Chief Executive Officer of the Campus or Agency; or
- (2) Who performs an independent administrative function and reports to the Chief Executive Officer, President, Vice President, Chancellor, Vice Chancellor or Provost of the Campus or Agency

OR

Criterion B:

- (1) Whose primary responsibility is the administration of an academic unit engaged in academic instruction or research (e.g., Dean, Associate and Assistant Dean, Department Head, Associate and Assistant Department Head).

OR

Criterion C:

- (1) Who is charged with high level administrative responsibilities and whose decisions are based on administrative policies; and
- (2) Who performs these duties with only general administrative supervision or direction and who exercises discretion and independent judgment (e.g., Director, Associate or Assistant Director).

OR

Criterion D:

- (1) Who is in a position requiring a knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study (as distinguished from a general academic education) and which requires the consistent exercise of discretion and judgement (e.g., physician, attorney, engineer, architect, archaeologist, physicist, biochemist).

Title of Position:

Primary Function of Position:

Using space below, draw a simple organizational chart illustrating the chain of command from vice-presidential level down to all those reporting directly to position in question:

Request for Exemption under Criterion: A B C D

In the space below, provide a description of the position which fully illustrates and describes how the duties and responsibilities assigned meet the exemption checked above.

Proposed salary or salary range for position: \$ _____

Minimum education and work experience(including years) to qualify for position (include information relative to required specialized intellectual study if required):

Note: SIGNATURES SHOULD NOT BE REPEATED IN THE APPROVAL BLOCKS.

For Dean or Director:

____ Recommend approval

Signature: _____

Date: _____

* * * *

Designated Employer Representative:

____ Recommend approval*

Signature: _____

Date: _____

For Chief Authority of Campus or Institution:

____ Recommend approval

Signature: _____

Date: _____

* * * *

For Chief Authority of System:

____ Recommend approval

Signature: _____

Date: _____

*The above recommendation serves as certification that no candidates on current civil service reemployment registers are qualified to perform the duties and responsibilities of this position.

MERIT BOARD ACTION: Approved Returned (See Attached)

Date: _____

Director

ATTACHMENT II

SUPPLEMENTAL ACADEMIC PROFESSIONAL POSITION
INFORMATION

This form must accompany your Principal Administrative Position Exemption (PAPE) form when requesting a new academic professional position. It must also be submitted with the Affirmative Action Pre-audit form when beginning the search process to fill an existing exempted position. Failure to complete this form at one of the above stages may result in a delay in processing your position.

1. This position is a) New _____ b) Continuing _____ (check one).

A. Position title: _____

B. Position Number: _____

C. Name of Incumbent (if refilling): _____

2. Have you received written approval for this academic professional position from the Office of Academic Human Resources?

YES _____ Date of Approval _____

NO _____

- If NO, please consult the Academic Affairs Communication, "Establishing an Academic Professional Position," and contact the Office of Academic Human Resources with questions (3-6747).

3. If this is a continuing position, have there been any changes made in duties, qualifications, or reporting lines? YES _____

NO _____

If YES, please explain the changes below and if major changes have occurred, submit a new PAPE form.

SUPPLEMENTAL ACADEMIC
PROFESSIONAL POSITION INFORMATION

4. Will this position replace one that has in the past been a civil service position?
YES _____ If yes, complete A and B below.
NO _____

A. Will the civil service position that it replaces be

1) abolished ___ or 2) reclassified ___? (Check one)

B. Before changing this position from civil service to academic professional, did you explore with the Office of Personnel Services other possible civil service classifications?

YES _____ NO _____

Please state why you did not keep the position in a civil service classification.

Unit Head Signature

Date

Name of unit (please print or type)

Name of person to contact with questions (if other than unit head):

Telephone _____

ATTACHMENT III

Summary of Procedures and Comments for Establishing New Academic Professional Positions

Below is a summary of the process for the establishment of new academic professional positions.

1. Department/unit determines that it wants a new academic professional position or that an existing approved position is to be changed.
2. Department/unit prepares and submits a Principal Administrative Position Exemption (PAPE) form and a Supplemental Academic Professional Information form to the Academic Human Resources Office.
3. The PAPE form is reviewed and advice is sought, as deemed necessary, to determine the appropriateness of establishing the position as academic professional. Discussions will be undertaken as needed.
4. If the request is denied, assistance will be provided to the department/unit in seeking proper status for the position.
5. If the request is approved as a faculty position or as a previously approved exempt position, the department/unit may proceed to fill the position in accordance with University and Campus policy.
6. If the position is determined to be academic principal administrative, the PAPE form will be forwarded to the Central Administration (CA) with the recommendation for submission to the State Universities Civil Service System for consideration.
7. The Central Administration will either:
 - a) send the request back to the Campus for further work,
 - b) deny the request, or
 - c) approve the request and forward the PAPE form to the State Universities Civil Service System for consideration.

If the request is sent back to the Campus by the CA, the department/unit may revise the PAPE form. If the request is denied, help will be provided by the Campus to determine the proper status for the position.

8. If the PAPE form is forwarded to the State Universities Civil Service System by the CA, the System will either:

- a) approve the request, or
- b) deny the request.

If the request is denied, the Campus may wish to determine if the PAPE form can be revised to obtain approval or to accept the negative decision of the Civil Service System. Assistance will be provided to the department/unit in seeking proper status for the position if academic status cannot be gained.

9. If the State Universities Civil Service System approves the request, the department/unit may proceed to fill the position in accordance with University and Campus policy.

Throughout the above process, it should be understood that discussions generally take place before a final decision is made at each administrative level. Because the process may take a good deal of time, sufficient time should be allowed. In any case, requests will be acted on as quickly as possible.

APPENDIX B

Coding Guide

CODING GUIDE

FUNCTIONAL AREAS for Academic Professional Positions

- | | |
|-----|---|
| #1 | Business and Finance |
| #2 | Computers/Data Processing |
| #3 | Communications |
| #4 | Creative/Fine Arts |
| #5 | Research-Related/Sponsored Programs |
| #6 | Education-Related |
| #7 | Health-Related |
| #8 | Administrative |
| #9 | Student Relations |
| #10 | Human Resource Management |
| #11 | Scientific/Technical |
| #12 | Data/Information Management |
| #13 | Social Sciences & Humanities |
| #14 | Resource Management - Space, Facilities |
| #15 | Recreation/Athletics |

Functional Areas and Specialty Codes for Academic Professional Positions

AREA #1: BUSINESS AND FINANCE

<u>Code#:</u>	1	Accounting
	2	Benefits
	5	Budgeting/Planning/Budget Analysis/Reporting
	8	Business Management (General Operations & Fiscal)
	9	Claims/Risk Management/Insurance [See also: Area #14, Resource Management - Code #4]
	14	Cash Management/Investments
	15	Credit/Collections
	6	Financial/Economic Analysis
	3	Grants/Contracts/Sponsored Programs (Financial Management) [See also: Area #5, Research]
	17	Internal Audits
	13	Payroll
	4	Purchasing/Materials & Services
	18	Retail Management/Sales [See also: Area #3, Communications - Code #14]

		Financial Aid: See Area #9, Student Affairs - Code #2
		Fundraising: See Area #3, Communications - Code #10

AREA #2: COMPUTERS/DATA PROCESSING

<u>Code#:</u>	1	Applications Analyst/Programmer
	4	Computer Science
	6	Customer Service/User Support/Office Automation/Consulting
	8	Data Base Administration [See also: Area #12, Data/Information Management]
	13	Hardware Specialist
	3	Information Systems, Design/Analysis
	14	Management
	5	Operations
	9	Operating Systems/Software Programming
	12	PC Specialist/Microcomputers
	15	Scientific/Research Programming
	10	Software Specialist
	2	Systems Analyst/Programmer
	11	Technical Writing (DP)
	7	Telecommunications/Networks *****
		Training: See Area #6, Education - Code #6

AREA #3: COMMUNICATIONS

<u>Code #:</u>	2	Alumni Affairs [See also: Area #3, Communications - Code #9]
	1	Attorney/Legal
	16	Broadcasting, TV/Radio [See also: Area #4, Creative/Fine Arts - Code #1] [See also: Area #6, Education - Code #2]
	17	Community Relations
	6	Conventions/Programs/Special Events/Meetings (PR-focus) [See also: Area #6, Education - Code #1]
	3	Corporate/Foundation Relations
	10	Development/Fundraising
	5	Editing/Reporting/Writing/Publishing
	13	Governmental/Legislative Relations
	14	Marketing/Sales/Advertising [See also: Area #1, Business - Code #18]
	9	Member Services/Relations [See also: Area #3, Communications - Code #2]
	4	Public Relations/Publicity/Public Information
	15	Scientific/Technical Writing (not DP)

AREA #4: CREATIVE/FINE ARTS

<u>Code #:</u>	8	Arts Administration
	2	Art Museum Staff/Collections/Exhibits
	6	Dance
	1	Media: Audio/Video/Cinema
		[See also: Area #3, Communications - Code #16]
		[See also: Area #6, Education - Code #2]
	4	Music
	5	Theater
	3	Visual Arts & Design

		Architecture: See Area #14, Resource Management - Code #6

AREA #5: RESEARCH-RELATED/SPONSORED PROGRAMS

<u>Code #:</u>	1	Administration, Research/Sponsored Programs
	2	Grant Preparation/Development of Research Initiatives
	3	Project Coordination/Execution/Support
		[See also: Area #11, Scientific and Technical]

		Data Support & Analysis: See Area #12, Data/Information Management

AREA #6: EDUCATION-RELATED

<u>Code #:</u>	3	Academic Advising
	5	Admissions/Registrar
	1	Continuing Education/Seminars/Programs/Workshops
		[See also: Area #3, Communications - Code #6]
	4	Cooperative Education Programs/Internships (with other institutions)
	7	Curriculum/Academic Program/Course Development &/or Evaluation
	2	Instructional Media Services
		[See also: Area #3, Communications - Code #16]
		[See also: Area #4, Creative Arts - Code #1]
	6	Teaching/Training/Academic Skills Development/Reading
	9	Public Service Education & Research

	8	Generalist Position: Combination of several Specialty Codes (e.g. Academic Advising, Admissions, Curriculum)

AREA #7: HEALTH-RELATED

<u>Code #:</u>	14	Community Health
	5	Counselor (M.S.)
		[See also: Area #9, Student Affairs, Code #4]
	7	Environmental Health & Safety
		[See also: Area #11, Scientific - Codes #13 and #15]
		[See also: Area #14, Resource Management - Code #4]
	1	Hospital Administration
	8	Medical Laboratory
	3	Nursing
	12	Nutrition/Dietetics
	4	Pharmacy
	13	Physical Therapy
	2	Physician
	6	Psychologist/Psychiatrist (Ph.D./M.D.)
	11	Student Health/Student Health Education
	9	Toxicology
	10	Veterinary Medicine/Animal Health Care

AREA #8: ADMINISTRATIVE

Code #:	4	Administrative Support/Assistants
	5	Administrators/Managers (general, non-fiscal) [See also: Area #1, Business - Code #8]
	3	Administrators, High-Level (Assoc. & Asst. V.P., V.C., Major Unit Directors)
	1	Executive, Chief (President, Chancellors)
	2	Executive, Other (Vice Presidents, Vice Chancellors)

AREA #9: STUDENT RELATIONS

Code #:	4	Counseling, Personal [See also: Area #7, Health - Codes #5 & #6]
	5	Counseling, Career/Placement
	2	Financial Aid
	10	Housing/Food Service
	9	Minority/International/Multicultural
	11	Orientation
	8	Student Affairs, General
	6	Student Union ***** Academic Advising: See Area #6, Education - Code #3 Admissions/Registrar: See Area #6, Education - Code #5 Student Health/Education: See Area #7, Health - Code #11

AREA #10: HUMAN RESOURCE MANAGEMENT

Code #:	3	Affirmative Action/EEO
	2	Employee Assistance Program
	6	Human Resource Administration ***** Benefits: See Area #1, Business - Code #2 Employee Safety/Security: See Area #14, Resource Management - Code #4 Employee Training and Development: See Area #6, Education - Code #6

AREA #11: SCIENTIFIC/TECHNICAL

Code #:	0	No specified field
	1	Agriculture/Agronomy
	20	Animal Science
	11	Biochemistry
	5	Biology
	10	Biomedical/Bioengineering
	6	Chemical Engineering
	7	Chemistry
	21	Civil Engineering
	8	Electrical/Computer/Electronic Engineering
	2	Engineering, all
	13	Environmental Engineering/Science
	19	Food Science
	14	Industrial Engineering
	17	Instrumentation/Equipment Specialists
	12	Laboratory Management/Supervision
	3	Life Sciences, all
	9	Mechanical Engineering
	18	Pharmacology
	4	Physical Sciences, all
	15	Physics/Health Physics
	16	Statistics/Mathematics

AREA #12: DATA/INFORMATION MANAGEMENT

- Code #: 6 Collections (academic, not art collections)
[See also: Area #4, Creative/Fine Arts - Code #2]
[See also: Area #12, Data/Information Management - Code #2]
- 1 Institutional Research/Data Analysis
- 4 Information Systems & Records Management
[See also: Area #2, Computers/Data Processing - Code #8]
- 2 Library & Information Services
- 7 Research Data Analysis/Support

AREA #13: SOCIAL SCIENCES & HUMANITIES

- Code #: 3 Counselor
[See also: Area #9 - Student Affairs, Code #5]
[See also: Area #7 - Health, Code #5]
- 2 International/Minority Affairs
[See also: Area #9 - Student Affairs, Code #9]
- 5 Psychology
- 4 Rehabilitation
[See also: Area #7 - Health, Code #13]
- 1 Social Work/Community Services
[See also: Area #7 - Health, Code #14]

AREA #14: RESOURCE MANAGEMENT - SPACE, FACILITIES

- Code #: 6 Architecture/Site Planning/Design
- 4 Environmental/Occupational Health & Safety/Risk Management
[See also: Area #1, Business - Code #9]
[See also: Area #7, Health - Code #7]
[See also: Area #11, Scientific - Codes #13 & #15]
- 1 Facilities Management/Construction
- 3 Materials Management
- 5 Real Estate
- 2 Security/Police

AREA #15: RECREATION/ATHLETICS

- Code #: 2 Athletic Trainer
[See also: Area #7, Health - Code #13]
- 3 Campus Recreation
- 1 Intramural Sports/Special Sports Programs
- 5 Intercollegiate Athletics
- 4 Sports Information/Communications/Public Relations
[See also: Area #3, Communications - Code #4]

APPENDIX C

List of Proposed Academic Professional
Personnel Job Titles

A. Academic Services

In this Job Family 30 titles will replace 283 titles in the current system.

Replaces	Job Title
69	Director
50	Coordinator/Program Coordinator
29	Assistant Director
22	Associate Director
16	Assistant to the Director
12	Assistant Dean/Executive Assistant Dean
12	Head/Chief
9	Academic Advisor will replace the 9 titles listed below. <i>Academic Advisor, Department of Leisure Studies</i> <i>Academic Advisor, Doctoral Studies Program</i> <i>Academic Advisor</i> <i>Academic Advisor, Political Science</i> <i>Academic Advisor, Department of Psychology</i> <i>Academic Advisor, School of Social Work</i> <i>Academic Advisor, College of Nursing</i> <i>Academic Advisor, College of Business Administration</i> <i>Academic Advisor, Department of Kinesiology</i>
8	Associate Dean/Senior Associate Dean
9	Specialist
7	Assistant to the Dean
6	Staff Associate/Assistant
5	Manager/Program Manager
4	Assistant Coordinator will replace the 4 titles listed below. <i>Assistant Coordinator for Continuing Education</i> <i>Assistant Coordinator, Comp-Assistant Instructor Program</i> <i>Assistant Academic Coordinator, Office of Continuing Education</i> <i>Assistant Coordinator, Community Health Programs</i>
4	Associate Head
3	Assistant Head
3	Assistant to the Head/Chair will replace the 3 titles listed below. <i>Assistant to the Chair for Program Development, Department of Math</i> <i>Assistant to the Chair, Department of History of Archeology and Art</i> <i>Assistant to the Head, Occupational Therapy</i>
2	Policy Analyst
2	Supervisor
1	Assistant to the Vice President
1	Associate Coordinator
1	Program Administrator
1	Assistant Manager
1	Program Associate
1	Administrator Client Services
1	Chief Pilot
1	Staff Pilot
1	Media Planner
1	Test Developer
1	Academic Counselor, Division of Intercollegiate Athletics

As illustration, current titles are shown in italics immediately below the title that would replace them in only a sample of each Job Family.

M. Management/Administration

In this Job Family 33 titles will replace 283 titles in the current system.

Replaces

Job Title

81	Director	<i>Director</i>
39	Associate Director	<i>Associate Director</i>
40	Assistant Director/Assistant to Director	<i>Assistant Director/Assistant to Director</i>
15	Manager	<i>Manager</i>
4	Assistant Chancellor	<i>Assistant Chancellor</i>
12	Associate Vice Chancellor	<i>Associate Vice Chancellor</i>
9	Deputy/Associate Chancellor	<i>Deputy/Associate Chancellor</i>
7	Assistant Vice Chancellor will replace the 7 titles listed below.	
	<i>Assistant Vice Chancellor</i>	
	<i>Assistant Vice Chancellor for Research</i>	
	<i>Assistant Vice Chancellor for Administration, Chicago</i>	
	<i>Assistant Vice Chancellor for Personnel Services</i>	
	<i>Assistant Vice Chancellor for Business and Financial Affairs</i>	
	<i>Assistant Vice Chancellor for Planning and Marketing</i>	
	<i>Assistant Vice Chancellor for Student Affairs and Enrollment Management</i>	
3	Assistant to Chancellor	<i>Assistant to Chancellor</i>
5	Assistant to Vice Chancellor	<i>Assistant to Vice Chancellor</i>
11	Assistant Dean	<i>Assistant Dean</i>
7	Assistant to Dean	<i>Assistant to Dean</i>
3	Assistant to President	<i>Assistant to President</i>
4	Assistant Manager	<i>Assistant Manager</i>
4	Analyst	<i>Analyst</i>
6	Associate Vice President will replace the 6 titles listed below.	
	<i>Associate Vice President for Administration and Human Resources</i>	
	<i>Associate Vice President, AISS</i>	
	<i>Associate Vice President for Planning and Budgeting</i>	
	<i>Associate Vice President for Academic Affairs</i>	
	<i>Associate Vice President for Business and Finance</i>	
	<i>Associate Vice President for Capital Programs</i>	
2	Assistant Head	<i>Assistant Head</i>
15	(Special) Assistant to Chair/Head	<i>(Special) Assistant to Chair/Head</i>
1	Athletic Director	<i>Athletic Director</i>
2	Officer	<i>Officer</i>
1	Assistant to Associate Chancellor	<i>Assistant to Associate Chancellor</i>
1	Assistant to Associate Vice Chancellor	<i>Assistant to Associate Vice Chancellor</i>
1	Assistant to Associate Vice President	<i>Assistant to Associate Vice President</i>
1	Assistant to Associate Director	<i>Assistant to Associate Director</i>
1	Ombuds Officer	<i>Ombuds Officer</i>
1	Assistant Treasurer	<i>Assistant Treasurer</i>
1	Associate Secretary Board of Trustees	<i>Associate Secretary Board of Trustees</i>
1	Chief Operating Officer	<i>Chief Operating Officer</i>
1	Senior Quality Consultant	<i>Senior Quality Consultant</i>
1	Administrative Specialist	<i>Administrative Specialist</i>
1	Assistant University Counsel	<i>Assistant University Counsel</i>
1	Associate University Counsel	<i>Associate University Counsel</i>
1	Deputy University Counsel	<i>Deputy University Counsel</i>

As illustration, current titles are shown in italics immediately below the title that would replace them in only a sample of each Job Family.

P. Public Affairs/Promotion/Marketing

In this Job Family 33 titles will replace 181 titles in the current system.

Replaces	Job Title
46	Director
17	Assistant Director
17	Associate Director
5	Assistant to Director will replace the 5 titles listed below. <i>Assistant to Director for Development</i> <i>Assistant to Director, President's House</i> <i>Assistant to the Director for Publicity, Communication and Student Information</i> <i>Assistant to the Director for Public Service</i> <i>Assistant to the Director/Office of Women in International Development</i>
18	Editor
5	Associate Editor
3	Assistant Editor
4	Associate Dean
4	Assistant Dean will replace the 4 titles listed below. <i>Assistant Dean for Student and Alumni Affairs</i> <i>Assistant Dean for Development</i> <i>Assistant Dean for Resources and Development</i> <i>Assistant Dean, Resources and Alumni Affairs</i>
2	Assistant to Dean
1	Assistant to the Associate Chancellor
1	Assistant Vice President
16	Coordinator
1	Assistant Coordinator
7	Specialist
8	Manager
10	Officer
1	Analyst
1	Head
1	Assistant Head
1	Assistant to Head
1	Staff Associate
1	Staff Assistant
1	Assistant Chancellor for Development
1	Deputy Associate Chancellor for Development
1	Development Associate, University of Illinois Foundation
1	Assistant Hospital Director & Director of Marketing
1	Supervisor, Audiovisual Laboratory & Service
1	Communications Associate
1	Community Liaison
1	Trust Relations Administrator
1	TV Production Consultant
1	Consultant, Foreign Visitors (College of Agriculture)

As illustration, current titles are shown in italics immediately below the title that would replace them in only a sample of each Job Family.

S. Student Services/Student Affairs Support

In this Job Family 13 titles will replace 142 titles in the current system.

Replaces	Job Title
42	Director
34	Assistant Director
18	Associate Director
6	Assistant to Director
2	Resident Director
11	Coordinator
2	Dean
10	Assistant Dean will replace the 10 titles listed below. <i>Assistant Dean and Placement Director</i> <i>Assistant Dean for Student Affairs</i> <i>Assistant Dean for Student Services</i> <i>Assistant Dean, Admissions, College of Medicine-Chicago</i> <i>Assistant Dean for Student Services/Graduate Studies</i> <i>Assistant Dean, College of Medicine at Chicago</i> <i>Assistant Dean of Students</i> <i>Assistant Dean of Students, College Student Affairs</i> <i>Assistant Dean, Office of Student Affairs</i> <i>Assistant Dean</i>
7	Assistant to Dean
4	Associate Dean will replace the 4 titles listed below. <i>Associate Dean of Students</i> <i>Associate Dean of Student Affairs/International Personnel Advisor</i> <i>Associate Dean for Student Affairs, Pharmacy</i> <i>Associate Dean for Student Affairs, College of Medicine</i>
1	Program Head
3	Specialist
2	Staff Associate/Assistant

As illustration, current titles are shown in italics immediately below the title that would replace them in only a sample of each Job Family.

APPENDIX D

Changing the Current Civil Service System
Exemption Procedure Through Legislative Action

UNIVERSITY OF ILLINOIS

OFFICE OF UNIVERSITY COUNSEL

Suite 258 Henry Administration Building, 506 South Wright Street
Urbana, Illinois 61801 (217) 333-0560 FAX: (217) 244-2370

July 31, 1995

Mr. Roger Martin
Associate Vice Chancellor for Academic Affairs
215 Swanlund Building
MC-304

Re: Proposed Legislative Changes

Dear Roger:

At the Academic Professional Committee's request, I have reviewed the State Universities Civil Service Statute and Rules for potential legislative changes to the State Universities Civil Service Act (the "Act"). The current state of the law is that all employees at the University are covered under the civil service system, unless specifically exempted under the Act. Five categories of employees are exempt from coverage under the Act, including:

"(3) other principal administrative employees of each institution and agency as determined by the Merit Board;" (110 ILCS 70/36e (3)).

The impact of this law is that the University must gain the approval of the Director of the Merit Board prior to the creation of an academic professional position. Additionally, the Merit Board conducts an audit of the University system every other year. A review of academic professional positions is a part of the audit. The proliferation of academic professional titles has occurred because of the necessity under the Act to have the Merit Board approve every exempt title.

I am going to propose that a legislative amendment be explored. Section 36e (3) would be amended to read as follows:

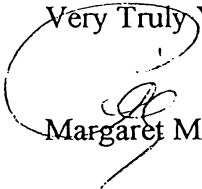
"(3) other principal administrative employees of each institution and agency as determined by ~~the Merit Board~~ each institution and agency (subject to definition by regulation of the Merit Board);"

This is a compromise legislative proposal. It allows the University to determine which positions fall within the exemption to the Act. The Merit Board retains some measure of control by the ability to issue regulations and a biannual audit of the University.

A more sweeping legislative proposal would eliminate the Merit Board's role in the determination of academic professionals completely. There would not be any regulatory authority retained in the Merit Board.

Please contact me if you need additional information.

Very Truly Yours,



Margaret M. Rawles

c: Dean W. Reginald Gomes
Ms. Carolyn Burrell