

**ACTIONS ADOPTED BY THE ILIFF BOARD OF TRUSTEES**  
**In Special Meeting, Saturday, October 23, 2004**

In adopting the following actions, the Iliff Board of Trustees has endeavored to respond immediately and in good faith to the recommendations of the Special Review Team. The Board recognizes that these actions may be developed and refined further on the basis of on-going study and institutional experience.

1. The Board directs the president to establish a task force, representative of different parts of the Iliff community, to plan an occasion of celebration of the presidency of Dr. David Maldonado, subject to his own approval, at a time assuring maximum opportunity for participation by members of the community and wider publics. The Board acknowledges that the appropriate time to do this will be after Iliff has made progress towards the recommendations of the review team.
2. The Board directs the president, with sensitivity to Dr. Maldonado's own wishes, to explore possible opportunities for Dr. Maldonado's continued service within or beyond the United Methodist Church.
3. The Board reaffirms its long-standing commitment to serve The United Methodist Church, along with other denominations and religious bodies, in the education of persons for ordained and non-ordained leadership. It reaffirms its commitment to devote educational resources to the preparation of persons for academic leadership, and its readiness to be an educational and theological resource for the church and community extending beyond the regular degree programs. The Board considers the various degree programs, including the M. Div. and joint Ph. D. programs to be mutually supportive and not ultimately competitive. In various ways, each of the segments of the Iliff community contributes to the mentoring and forming of leaders for the church. That is partly through disciplines of practical theology, such as pastoral care, Christian education, preaching and worship, and church leadership. It is also carried out through a broad program of ministry studies which includes various forms of field education (basic, advanced, internship, CPE), practicum, programs for working with UM Deacon candidates, and work with the Rocky Mountain Conference and other judicatories with formal mentoring and assessment processes. Much mentoring also occurs through academic counseling and informal relationships between faculty and students.
4. It is the policy of the Board that trustees should inform the president, orally or in writing, of significant conversations with faculty or staff members, and that members of the administration should regularly inform the president of actions taken by Board committees for which they serve staff functions. The special Communications Task Force is expected to provide further refinements to this policy.
5. The Board's Trustee Affairs Committee is requested to engage the Association of Governing Boards to arrange for periodic training in the duties of trustees, for the orientation of new trustees, and for periodic board evaluations.

6. It is the policy of that Board that revisions to the Staff and Faculty Handbooks must be consistent with the school's By-laws. Consistent with those By-laws, it is the intent of the Board to enhance the values of shared governance. Each of the major elements in the Iliff community—Board, Faculty, Staff, Student Body, Alumni—has important contributions to make for the well-being of the whole, and it is the Board's desire to foster a climate of mutual respect and common purpose. To enhance the values of shared governance, the specific roles and responsibilities of the different parts in the community need to be mutually identified and respected. The Board accepts its responsibility to identify clearly its expectations for the president's leadership. The Board commits itself to periodic reviews of the president's leadership, with opportunities for participation by persons representing other aspects of the life of the community.

7. Pursuant to its fiduciary responsibility for the oversight of all aspects of the governance of the Iliff School of Theology, it is the policy of the Board that the president, as the Board's chief executive, may not be excluded from any committee or from access to any relevant documents pertinent to decision-making, except for any committees formed by the Board for the evaluation of the president. In relation to faculty governance, the president is expected to show proper restraint and full respect for the faculty's experience, expertise, and judgment. Consistent with these points, the Faculty Handbook revision process, now underway, should enable the participation of the president in decisions concerning faculty status.

8. The Board reaffirms the value of the participation of a faculty representative and a student representative to the Board. In order to enhance broad faculty and student participation, and the Board's greater acquaintance with different faculty members and students, it is the Board's policy that the faculty and student representatives should serve for a one-year appointment, with the possibility of returning to that role after five years.

9. It is the policy of the Board that criteria for faculty advancement in rank, to tenure, and to appointment to named chairs should include the normally expected academic standards, supplemented by positive records of conduct in relation to students, staff members, administrators, and faculty peers.

10. Affirming the creative Faculty Handbook revision process now underway, the Board directs the president to ensure provision for review of that process by an external consultant.

11. It is the policy of the Board that a member of the Board may not serve simultaneously as the institution's legal counsel, although the legal counsel may be invited by the Board to be present at Board meetings regularly or on occasion.

12. Appointment of the next long-term dean, preferably from outside the present faculty, should be by the next president (following the present interim presidency). Should a vacancy in the dean's office occur prior to the selection of the next president, the interim president should arrange for the transitional filling of the dean's office.

13. The president is directed to institute an ombudsperson office, appointing such an officer on a part-time basis who is not presently employed by the school. The purpose of this office is to

allow grievances to be aired at an informal level, apart from scrutiny of a grievant's supervisors or professors. The Board authorizes expenditures for this purpose, not to exceed \$10,000 per year.

14. The president, in consultation with the director of communications, is directed to develop a communications plan to assure constituencies and the public that no illegal or immoral activities were involved in the retirement of Dr. Maldonado. A message to the community and its constituencies to this effect will be issued simultaneously with the release of the University Senate Report.

15. The president and faculty are directed to study possible instances of disrespect for alternative views in and beyond classroom settings, if necessary developing ways of improving the academic culture at this point.

16. The Board commits itself, and the institution, to more thorough investigation of historic and contemporary manifestations of institutional racism, with the objective of instituting needed processes of systemic change.

17. The president is encouraged and directed to explore, through the good offices of the United Methodist Commission on Religion and Race, the engagement of external consultation for on-going racial and cultural diversity sensitivity training, integrated into all aspects of the school: trustees, administration, faculty, students, and staff.

18. The Board requests the Committee on Diversities, and representatives of the Board of Trustees, to explore changes in that committee's role that are needed for it to become an active and directing force in the life of the school, so that appreciation and incorporation of diversity and inclusiveness is an integral part of all the school's components.

19. The president, working through the office of student affairs, is directed to develop more intentional approaches to the recruiting of racial/ethnic students and to ensure a positive environment for these students. Among other more direct approaches, Iliff will devote more resources for advertising in minority communities.

20. The faculty, through its curriculum committee, is requested to explore the creation of more educational experiences helping prepare students who are called to ordained ministry for service in multi-racial-cultural settings.

Adopted by the Board  
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