HOLY CROSS COLLEGE
at Notre Dame, Indiana

The Academic Articles

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Article I. Administration.

A. The Academic Council.

The Academic Council is a deliberative body that works in collaboration with the President on all matters related to the College's academic policy, strategy, development, and review.

The Academic Council is chaired by the Provost. The Academic Council consists of the Chairs of each of the academic departments, the director of the Moreau College Initiative, the Provost, the Registrar, the President as an ex-officio member, and three at-large members elected from among the Faculty by the Faculty Senate. The at-large members serve three-year terms that are staggered so that one seat becomes open each year. An at-large member may serve two consecutive terms, but not more. All full-time faculty members are eligible to serve as at-large members. The election of the At-Large Member takes place during the first Faculty Senate meeting of the academic year. The faculty will choose a slate of candidates from all eligible faculty; and the results of the election are calculated jointly by the Registrar and Secretary of the Faculty Senate.

The primary functions of the Academic Council are the following:

- define and set criteria for admission, scholarship, registration, and graduation;
- approve or propose major changes to, or discontinuance of, any academic unit or program, after review by the Faculty Curriculum Committee (see section B of this Article);
- superintend the internal and external review of academic programs;
- set priorities for, and schedule, full-, part-time, and visiting faculty hires;
- establish criteria and standards for faculty advancement and promotion;
- affirm the memberships of Committees for faculty advancement, promotion, and appeals;
- establish other Committees and/or Task Forces;
- liaise regularly with Department Chairs and other appropriate bodies;
- advise the President on college relations, fundraising, and grantsmanship;
- recommend candidates for honorary degrees and college awards;
- review, amend, and interpret these *Academic Articles*.

Decisions and recommendations of the Council are by consensus, and if no consensus has been reached, then by majority vote. Meetings of the Academic Council are called by the Provost of the College. The Provost's Office creates the Council's agendas, receives and distributes its reports, and communicates its proceedings and decisions. Ordinarily the Council meets every other week during the academic year. There is at least one meeting of the Council each month during the academic year. Minutes of the Council are taken, recorded, and archived for faculty access.

B. The Curriculum Committee

Major changes to the curriculum or academic programs of the College are to be decided by the Academic Council. The Curriculum Committee, established by the Academic Council, exercises additional faculty shared governance and assists the Council in the following ways:

- The Curriculum Committee issues recommendations to the Academic Council concerning new programs (majors, minors, and tracks) or major revisions to current programs, after the proposal has

been reviewed by the relevant department chair.

- The Curriculum Committee receives and approves or denies proposals for new courses, after the proposal has been reviewed by the relevant department chair.

The Curriculum Committee at Holy Cross College is composed of the following elected voting members: one faculty member elected by the Faculty Senate from each academic department (Chairs are ineligible for election), and one faculty member elected by the College Curriculum Seminar Directors; and non-voting members composed of the Registrar, the Director of Assessment, an Academic Advisor appointed by the Office of Student Success (OSS), and one student elected by the members of the Student Government Association (SGA).

Faculty members are elected to a two-year term and may serve no more than two consecutive terms without a pause before a return to the Committee. The Chairperson of the Curriculum Committee is elected annually from among the faculty members of the Committee, and no faculty member can fulfill two roles on the Committee.

Article II. Faculty.

A. Faculty Ranks

1. **Adjunct Instructor** or **Adjunct Professor**. A part-time (≤ 9 credits per semester), semester-length contract with no benefits. Requires at least a Master's or terminal professional degree from an accredited institution or ABD status.

2. **Postdoctoral Fellow.** A full-time (12 credits) one-year contract with benefits. Requires Ph.D. in hand and teaching experience of fewer than two year s. The position may be converted to Visiting Professor or to the tenure track.

3. **Visiting Professor** (Assistant, Associate, Distinguished)**.** A full-time (12 credits) one-year contract with benefits. Requires Ph.D. or terminal professional degree in hand and more teaching or professional experience than a Postdoc. The position may be converted to Instructor, Lecturer, Professor of the Practice, or the tenure track.

4. **Instructor.** A full-time (12 credits) one-year renewable contract with benefits. Requires at least a Master's or terminal professional degree from an accredited institution or ABD status. Eligible for promotion to Lecturer or Professor of the Practice.

5. **Lecturer.** A full-time (12 credits) three-year renewable contract with benefits. Requires at least a Master's or terminal professional degree from an accredited institution or ABD status. May be converted to tenure track with a Ph.D. or terminal professional degree in hand.

6. **Professor of the Practice.** A full-time (12 credits) three-year renewable contract with benefits. Requires at least a Master's or terminal professional degree from an accredited institution and significant service in an academic field or profession. May be converted to tenure track with a Ph.D. or terminal professional degree in hand.

7. **Assistant Professor.** A full-time (12 credits) tenure-track position with a nine-month academic year appointment with benefits. Requires a Ph.D. or terminal professional degree from an accredited institution.

8. **Associate Professor.** A full-time (12 credits) member of the tenured faculty with a nine-month academic year appointment and benefits. Appointment to Department Chair requires a ten-month appointment.

9. **Professor.** A full-time (12 credits) member of the tenured faculty with a nine-month academic year appointment and benefits, unless Chair duties require a ten-month appointment. Expectation of substantial College service.

10. **Librarian**. While not expected to teach 12 credits per semester, this faculty position is a full-time ten-month position, follows the same advancement and promotion procedures as tenure-track faculty, and may be held at the Assistant, Associate, or (full) Librarian level.

11. **Emeritus.** *Emeritus* denotes an honorary status that is participatory but non-voting.

B. Faculty Organization

1. Departments

All faculty are hired into departments. A department is defined as a promotion and tenure home for members of the faculty and represent groups roughly united by subject matter and method. Led by Chairs, departments of the College meet at least once a semester as a whole.

2. Faculty Senate

The Faculty Senate is defined in Section II.H. below.

C. Faculty Administrative Roles

1. Department Chair.

A tenured member of the College's faculty, the Department Chair is appointed by the Provost, with the affirmation of the Academic Council, for a four-year term to lead and develop the academic culture of a department.

The Chair works in concert with the Provost's guidance to manage the department's budget, to hire faculty (both full- and part-time), to guide and mentor (especially new) faculty as teachers and scholars, and to participate in the process of their advancement and promotion. The Chair also monitors and coordinates major and minor program development, compiles course schedules before passing them to the Registrar, liaises between the Registrar and department faculty, and reviews program developments and changes before they are brought to the Curriculum Committee and/or the Academic Council. The Chair is also expected to be the public face of the department and to take on other duties as assigned by the Provost, such as attending meetings, organizing departmental events, writing an annual department report, and taking a supervisory role in program review and assessment.

For the duration of appointment, the Department Chair receives one course release per semester and a ten-month contract with its commensurate increase in salary.

2. Academic Director.

A member of the full-time faculty, an Academic Director is appointed by the Provost, in consultation with the Academic Council and, if appropriate, a Department Chair. The term of appointment is three years and may be renewable once before a new Director is appointed. The role of the Academic Director is to maintain and develop a Major program or Track, provide advice to the appropriate Chair(s) regarding course scheduling, and write the semester assessment report for the program. In recognition of their time, Academic Directors have priority in determining their own teaching schedule and of course, have their service count toward their advancement and promotion. In addition, the value of this time commitment will be recognized in a stipend and/or, in conversation with the Provost, and in the context of larger developments regarding College-wide course loads, a reduction in teaching or service responsibilities. With the approval of the Provost, two persons may share this role, in which case they would be considered Academic Co-Directors.

D. Faculty Advancement and Promotion Criteria

All faculty will be evaluated according to the following four criteria.

1. Quality of Teaching and Formation.

The greatest weight in evaluating all cases for advancement and promotion is given to quality of teaching and formation. The College looks for the highest quality of instruction and academic integrity, command of subject matter, quality of syllabi and selection of course materials, level of academic challenge, skill in classroom management, intensity of student engagement, depth of course feedback, grading, mentoring, and assessment, and new instructional or curricular developments, particularly in the College's tri-campus area. Additional measures include student evaluations, regular teaching observations by the faculty's Chair and Provost, and end-of-semester reflections on pedagogy and formation included in the member's annual faculty development report.

2. Scholarship and Professional Activity.

For tenured and tenure-track faculty, the next highest-weighted consideration is the quality of a faculty member's scholarship and professional activity. Scholarship is defined as peer-reviewed or refereed publications (books, articles, editions, translations), conference presentations, and invited lectures at scholarly gatherings. For all faculty, professional activity includes invited service/leadership roles within the discipline, submission of grant proposals, organization of academic conferences, exhibition or installation of professional creative works, mentoring student research or professional experiences, and regular involvement in professional, scholarly, and educational societies.

3. Congruence with College Mission and Vision.

Commitment to mission implies that faculty embrace and enhance the mission of Holy Cross College both as a Catholic, Holy Cross institution and as a liberal arts college in which teaching and learning are in the Catholic intellectual tradition. Faculty members of Holy Cross College should be able to articulate and exhibit the extent to which their teaching, advising, scholarship, and professional activities are congruent with the College's mission and vision and/or conversant with the Catholic intellectual tradition. Faculty are called to assist students in their formation to be Christ-like and thus must embrace and advance the Holy Cross mission of the college in all professional activities, such as ongoing service as a role model and mentor for all students at the College or in the wider community.

4. Engagement as a Colleague in the College Community.

The last factor considered in faculty advancement and promotion is the level of engagement faculty members demonstrate with the college community. Like scholarly activity, college engagement may be demonstrated by serving as an attentive student advisor, Academic Director or Co-Director, or Chair of a Department with a high degree of timeliness and professionalism; by service on the Academic Council, Executive Committee of the Faculty Senate, or any standing or *ad hoc* College committee or task force; by creating new events and publications on campus; by interacting professionally with more senior faculty; representing the College in the wider community; by participating in extra-curricular activities such as Faculty Research Seminars, College-wide lecture series, etc. It is always

advisable for faculty members to attend College-wide events throughout the academic year whenever possible.

E. Faculty Advancement and Promotion Procedures

1. Tenure-Track Faculty

Tenure is the promotion to permanency of appointment until retirement, resignation, or termination for cause.

For a new Assistant Professor, the typical process of advancement to tenure is typically a two-stage, six-year process beginning from the date of hire. No faculty member hired without tenure may be admitted to candidacy for tenure in the first year of hire.

Each year the Assistant Professor sends an individual Annual Report to his or her primary Department Chair who, whether in person or through a delegate, observes the faculty member's classroom teaching and provides formative guidance on this as well as the other criteria for tenure.

Pre-Candidacy Review

Typically in the fall semester of the third year, the Assistant Professor begins to prepare the formal Tenure Dossier (see below). The Chair will then convene the Assistant Professor, Chair, and Provost in the spring semester (February-March) to discuss the faculty member's progress. During this review, the faculty member will be assessed in terms of the four criteria above ("Advancement and Promotion Criteria") and be given one of the following ratings:

- Satisfactory
- Satisfactory with qualifications in some areas
- Mixed: satisfactory in some areas, substantial improvement required in others
- Unsatisfactory: substantial improvement required in most areas
- Unsatisfactory

If progress is considered unsatisfactory in all areas, the faculty member will be given a one-year terminal appointment. If the rating is unsatisfactory with substantial improvements in most areas required, the faculty member will be given a one-year probationary appointment. By April 15 of that year, the faculty member, Chair, and Provost will meet again and determine another rating.

If after the review the rating is Mixed, the faculty member will be given a two-year probationary appointment. By April 15 of the second year, the faculty member, Chair, and Provost will meet again and determine another rating. If rating is mixed again, the faculty member will be a given a one-year terminal contract.

If the review is satisfactory, a faculty member will receive a three-year appointment, during which he or she will be eligible for promotion and tenure. Note that a satisfactory rating is no guarantee of eventual tenure. The faculty member must then apply for tenure no later than September 15th of his or her sixth year at the College, not counting any stopping of the tenure clock permitted by the Provost.

Candidacy

To apply, the candidate sends the Letter of Application to the Provost of the College and to his or her Chair. All tenured faculty at the College are then invited to write independent confidential letters about the candidate to the Chair. By November 15, the Department Chair forwards the applicant's Letter and Dossier to the Provost's Office with his or her own comments.

The application letter, dossier, and Chair's letter of comment becomes part of the faculty member's permanent record filed in the Office of the Provost and remains available to the faculty member. By November 30, the candidate may choose to write a short addendum only to correct any matters of fact.

When the application, dossier, Chair's letter, and addendum are received in the Provost's Office, the Provost will compose an Advancement and Promotion Committee (APC) of four (4) tenured faculty by December 15. The faculty composition of the APC is subject to approval by the Academic Council. The APC will then send the application and dossier simultaneously to two (2) outside reviewers for comment. One reviewer is suggested by the Provost or a faculty consultant to the Provost, and one is chosen by the candidate. At the conclusion of its review, the APC writes a recommendation letter to the Provost, who passes it to the Provost and President with the Provost's own letter of comment.

The President then decides the case, informs the Board of Trustees, and notifies the candidate by April 30 of the academic year in which the candidate applies.

Tenure Application Year Calendar

September	15	Submit Dossier to Chair
October	15	Faculty Letters to Chair
November	15	Dossier and Chair's Letter to Provost's Office
	30	Corrections of Fact letter to the Provost's Office
December	15	Advancement and Promotion Committee (APC) formed
January	15	External review and comment
February	15	APC discussion
March	15	APC Letter to Provost and President
April	15	Provost's Letter to President
by April	30	Official Notification from the President
May	15	Deadline for filing an appeal
June	15	Deadline for Review Committee decision

Contents of the Tenure Dossier

- Application Letter for Candidacy
- *Curriculum vitae*
- Prior Annual Reports
- Syllabi, Quizzes, Examinations, other instructional materials
- Publications
- Teaching Evaluations by Chair and Faculty
- Student Evaluations and Course Assessment documents
- Other Exhibits

2. Denial of Tenure and Appeal

A faculty member who has been denied tenure may file a written appeal to the President.

The faculty member must state the grounds for appeal and provide evidence that best supports his or her case within fourteen (14) calendar days of notification.

Possible grounds for appeal are academic freedom, discrimination, personal bias, or procedural error. The Academic Council will then form a Review Committee of tenured professors to determine within thirty (30) days whether a preponderance of evidence establishes that the tenure decision was negative due to one or more grounds for appeal. The President will then render a decision within thirty(30) days of receipt of the Review Committee's letter and convey a final decision to the petitioner and Review Committee.

After a denial of tenure, the faculty member is given a terminal one-year contract.

3. Post-Tenure Review

Recognizing that evaluation is part of learning and growth, tenured faculty members also will participate in the formal review procedure every five years from the date of the last formal review.

This evaluation process intends to provide information important to maintaining effective performance and/or to establish a recommendation for promotion.

In all cases, written reviews of the faculty member's performance will be shared with the faculty member and then placed in his/her personnel file.

F. Professional Obligations of Faculty

When a faculty member accepts an agreement for employment with Holy Cross College, the college presumes that the faculty member knows and accepts the fundamental purposes of the institution specified in the mission statement.

Specific professional obligations are the following:

1. Course Materials

Faculty members are required to follow all legal requirements, including current copyright laws, in the selection, purchase, sale, and use of course materials.

2. Course Syllabi

Faculty members will provide students with written statements of course policies, assignments, and a class meeting schedule for each course. Course policy documents will follow the standard guidelines and templates for course syllabi as stipulated by the college.

3. Course Meetings

Faculty shall conduct their classes as scheduled. Faculty who anticipate being absent from their classes must notify the academic secretary immediately, inform either their immediate supervisor or the Provost, and use the college portal to inform all of their students by e-mail.

4. Student Attendance

Faculty are required to take attendance at every class meeting and maintain an accurate record of attendance for each class.

Faculty may consider attendance in determining course grades. It is the responsibility of students to know and comply with the attendance policy for each course in which they are enrolled. Faculty members must state the attendance policy on course syllabi. When students are required to be absent from class because of an authorized college sponsored or athletic function, faculty members will afford students the opportunity to fulfill required academic obligations without academic penalty.

Students must provide reasonable advance notice.

5. Office Hours

Faculty members shall establish and inform students of their regular weekly office hours. Faculty should be available for a sufficient number of office hours to allow students time to speak with them outside of the classroom, generally defined as from 1 to 1.5 hours for each course they teach. Faculty members will list office hours on class syllabi, post them on their office doors, and observe them.

6. Grading and Grade Reporting

Within a reasonable time following the submission of course assignments, faculty shall return to students an evaluation of their work, supplying comments, scores and/or grades. Grades are to be reported in a timely manner as described by the College Registrar.

7. Incompletes

The grade of Incomplete ('I') can be granted when satisfactory progress has been made for at least three-fourths of a course, but the student cannot complete the course requirements before the end of the semester because of circumstances beyond his or her control. A request for a grade of Incomplete can be approved only by the Provost of the College. At the time an Incomplete is granted, the date for completion of the course will be determined. If it is not completed by that date, a grade will be assigned for the course. Incompletes will be treated as a signed contract between the professor and the student. The contract will have room for information such as the work the student still needs to complete, current grade if work is not completed, and the deadline for submitting work/taking tests, quizzes, or final. The completed form will be sent to the student and be copied to the Provost of the

College for approval. Upon approval, the student will receive an Incomplete on the transcript. The Incomplete grade will not affect the student's GPA.

8. Student Accommodations

Faculty members are expected to follow the recommendations of the Director of Counseling and Health regarding student accommodations.

9. Academic Integrity

As a Catholic community, faculty, staff, and students have a moral and ethical responsibility to uphold the principle of unquestioned honesty and refrain from any activity or behavior that would suggest academic dishonesty and lack of personal integrity.

Faculty shall foster the honesty of their students by conducting each course in such a way as to discourage cheating or plagiarism. Faculty members have the responsibility to refer to the college policy on academic honesty at the beginning of each course and to follow the procedures for handling student misconduct in the College's *Student Handbook*.

10. Final Examinations

Every Holy Cross College course will include a final examination (or equivalent graded academic exercise) at the date and time stated in the Final Examination Schedule published by the Registrar. The date and time will be included in the course syllabus.

Faculty members are required to include a final examination providing for meaningful reflection on, study and application of the course material covered during the semester. Most courses will have in-class examinations. In some courses, an equivalent graded academic exercise may be more appropriate. Any final academic exercise other than an in-class examination must be approved by the Department Chair. Whether the final exercise is an in-class examination or an equivalent graded exercise, all students must be physically present in the classroom at the date and time stated in the Final Examination Schedule. Although distance-learning courses do not have in-class examinations, they must have graded academic exercises during final examinations week.

A student with a reason to take a final examination at a time other than the scheduled time must notify the course instructor of the reason in writing at least two weeks before the final examination date. If the student's reason for requesting an alternate examination time is an acceptable reason, the request should go to the instructor, and then to the Department Chair, and finally to both the Provost and the Assistant to the Provost of the College, who should receive requests for alternative examination times from Department Chairs, not directly from students or course instructors.

Examples of acceptable reasons to permit a student to take an examination earlier or later than the scheduled time are being scheduled for more than two examinations in one day and being scheduled for examinations at Holy Cross College and another institution at the same time. Planning to leave campus before the student's last scheduled examination is not an acceptable reason.

Students with permission to take final examinations at alternate times and students with accommodations for extended test time or minimal-distraction testing environment may take them in

a designated area. The Director of Student Success, or an appropriate delegate, is responsible for administering these examinations. The course instructor must notify the Director of Academic Advising in writing of the name of the student and the date and time of the examination, and must provide written instructions for proctoring the examination: how much time to complete the examination; whether open or closed book; open or closed notes; with quantitative examinations, whether a calculator may be used; etc.

There must be a staff or faculty proctor in the designated exam area at all times when students are taking final examinations there.

11. Course and Program Assessment Reports

Formal college procedures for assessment of student learning are important for maintaining academic standards, ensuring and improving the quality of instruction, and providing documentation necessary for continued accreditation. The college expects all faculty members to engage in assessment practices pertinent to their disciplines, to follow college assessment policies, to apply assessment data to course improvement and professional development plans, and to provide assessment data when asked to do so by their immediate supervisor or the director of assessment. Faculty will follow procedures for assessment of student learning published on the college's assessment website.

G. General Policies Regarding Faculty

1. Knowledge of College Policies

The college assumes that its faculty are mature and conscientious persons who fulfill their responsibilities without close supervision and meticulous rules.

Faculty members must be familiar with the policies outlined in the *Holy Cross College Employee Handbook*, these *Academic Articles*, the *Student Handbook*, and other general policies of the College. It is the responsibility of the faculty member to remain current with any changes or additions to the College's policies and procedures.

2. Academic Freedom and Responsibility

> *Freedom in research and teaching is recognized and respected according to principles and methods of each individual discipline, so long as the rights of the individual and of the community are preserved within the confines of the truth and the common good* (*Ex Corde Ecclesiae*, General Norms, Art. 2, §5).
>
> *Academic freedom is an essential component of a Catholic* [college]. *The* [college] *should take steps to ensure that all professors are accorded a 'lawful freedom of inquiry and of thought, and of freedom to express their minds humbly and courageously about the matters in which they enjoy competence.' In particular, '…those who are engaged in the sacred disciplines enjoy a lawful freedom of inquiry and of prudently expressing their opinions on matters in which they have expertise, while observing the submission* [obsequio] *due to the magisterium of the Church* (Vatican II, Pastoral Constitution on the Church in the Modern World, *Gaudium et Spes*, 62; Code of Canon law, Canon 218).

Institutional vitality depends on the freedom of members to teach and research without fear of reprisal that is essential to scholarly work. Academic freedom in its proper sense means freedom to seek the truth and to communicate that truth to others. Faculty members, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the concomitant responsibilities that academic freedom entails. To this end, faculty members devote their energies to developing and improving their scholarly, professional, and creative competence as members of learned professions.

The faculty members of the college are also citizens of the nation, state, and local community. When speaking or writing as citizens, faculty members should be free from institutional censorship or discipline but should also keep in mind that this special position in the community imposes special responsibilities. As members of learned professions, they should remember that the public might judge the profession and the institution by their utterances. Hence, they should at all times be accurate, exercise appropriate restraint, and make every effort to indicate that they are not institutional spokespersons.

3. Religious Freedom

> *It is one of the major tenets of Catholic doctrine that man's response to God in faith must be free: no one therefore is to be forced to embrace the Christian faith against his own will* (Pope Paul VI, *Dignitatis Humanae*, December 7, 1965).

As a Catholic institution, Holy Cross College is committed to respecting the religious freedom of all members of its academic community.

4. Sabbaticals

The college, recognizing the value of opportunities for uninterrupted research, writing, or new educational experiences, grants sabbatical leaves to tenured faculty members.

a. Faculty members are eligible for sabbatical leave after completion of six (6) years of full-time service at the college. Sabbatical leave denotes one semester at full pay or for one academic year at one-half pay. During the period of the sabbatical, the college will continue appropriate fringe benefits. The college will include compensation from outside sources for the specific activities of the sabbatical in computing full-and part-time salary. The college assures faculty members on sabbatical leave continuance of rank and contract upon return to work at the college.

b. The Provost will make the final approval for sabbatical leave. At the conclusion of sabbatical, the faculty member will report the professional development activities undertaken during the leave to the appropriate Department Chair and the Provost.

c. After claiming sabbatical leaves, faculty members shall not be eligible for additional sabbatical leave for a period of six full years.

5. Educational or Professional Development Leave

All tenure-track faculty members are eligible to apply for educational leave of up to two semesters after three years of service to the college. The college may grant educational leaves for completing

doctoral requirements, other formal training needed for professional development, or requirements for promotion.

The time of the educational leave does not count toward promotion in rank or tenure. The college will not compensate faculty members for educational leave nor provide fringe benefits; however, faculty members may continue such benefits during the period of the leave by paying the college's portion of benefit costs.

The college grants professional leaves for one or two semesters under special circumstances such as Fulbright teaching grants, teacher exchanges with other academic institutions, or other opportunities for professional development. The experience gained by faculty members applying for leaves should clearly benefit the college in terms of increased expertise and/or broadened experience but should not cause serious inconvenience to the college. Faculty members, their immediate supervisors, and the Provost must agree upon the conditions.

The college assures that faculty members granted this type of professional leave will continue their rank and contract at the end of the leave period absent financial exigency.

6. Outside Employment

Holy Cross College recognizes that outside employment in many fields provides experience complementary to that gained through teaching, study, and research which contribute to professional growth and which can contribute to the prestige of the college.

Outside employment, however, must not interfere with the performance of academic duties or conflict with the interests of the college. Full-time employment at the college takes precedence over any other employment. If outside employment interferes with a faculty member's duties at the college, the college reserves the right to review the faculty member's commitments to full-time status and take appropriate action when necessary.

All faculty members who maintain employment outside the college must inform the Provost.

7. Retirement and Phased Retirement

The college encourages faculty members to make retirement a planned process rather than an abrupt event. The college's goal in its retirement policies is to honor tradition within the college, while providing for orderly transition of academic life.

In compliance with federal and state laws, faculty members are not required to retire at any specific age. Faculty who intend to retire should submit a letter stating the effective dates of retirement to their immediate supervisor or the Provost, at the earliest opportunity, preferably no later than the beginning of their intended final academic year. Faculty members typically retire commencing on the last day of the fiscal year in which the faculty member plans to retire.

Holy Cross College makes available to eligible faculty members an opportunity for a phased approach to retirement that allows faculty members to move into retirement gradually, and enables departments to plan for the replacement of faculty members in advance of their actual full retirement. Faculty members may choose to enter this program that provides for a reduced level of active involvement in

teaching or service requirements, together with a commensurate adjustment in salary. Faculty members and the college will agree on the terms of the voluntary program.

Only tenured faculty who meet all the following criteria qualify for phased retirement: a) at least seven years of full-time, continuous, completed service to Holy Cross College; b) being at least sixty (60) years of age by the time phased retirement commences; c) completion of phased retirement no later than two years after it commences.

Eligible faculty members who elect to participate in the phased retirement program will retain their professional ranks and their full range of rights and responsibilities. They will also continue to be eligible for all college benefits available to full-time faculty with the understanding that salary-sensitive benefits such as retirement contributions and life insurance coverage are based on the actual rate of compensation.

H. Shared Governance and the Faculty Senate

Shared governance is the set of practices under which Holy Cross College faculty and staff participate in significant decisions concerning the operations of the College. It is widely understood that broad participation in decision-making increases the level of employee investment in the institution's success and that the perspective of all personnel is invaluable in making sound decisions about allocating resources, setting goals, selecting institutional leaders, guiding student life, and making curricular recommendations and decisions.

The Faculty Senate as a deliberative body is the voice of the faculty to the administration of the College and is charged with speaking for the faculty on matters of importance to the College. The Faculty Senate is also a body through which the Faculty exercise their role in the governance—in particular the stewardship of the academic activities and culture—of the College. This role is fulfilled by the Senate as a body, and by committees to which certain activities are delegated. New policies and substantive changes to policies originating elsewhere in the College but affecting the faculty and relating to academics shall be presented to the Faculty Senate for review and recommendation to the Academic Council, including policies pertaining to faculty advancement and promotion. The stewardship and governance of the Curriculum of the College shall be shared with the Academic Council by elected members of the Faculty Senate, as described in Article 1, Section B. More generally, policies and initiatives taken up by the Faculty Senate are enacted and/or recommended through the faculty governance procedures described below.

1. Composition

The Faculty Senate shall include all individuals identified as faculty members in these *Academic Articles*.

2. Executive Committee

The Executive Committee of the Faculty Senate (henceforth referred to as the Executive Committee) shall lead the Faculty Senate in representing the faculty as a whole in the formulation of policy on any substantive matter affecting the faculty at-large.

Membership on the Executive Committee shall consist of a President, Vice-President, Secretary, and four other representatives of the faculty elected at large by the Faculty Senate. All terms of office shall be two years in length.

Elections shall take place every year at the end of the academic year. A quorum of the Faculty Senate is required

to vote in an election in order for the results to be official.

The terms of the at-large representatives shall be staggered so that two new at-large members are elected each year. Should any office become vacant during the term, it should be filled as soon as possible by election by the full Faculty Senate unless the vacancy will last thirty days or fewer. The Executive Committee is responsible for convening the faculty senate to carry out these elections. No member elected to the Executive Committee shall hold that office for more than two consecutive terms nor may serve again in that office until out of office for one full term. Any person who serves one-half or more of a term shall be considered to have served one term.

Elections shall be conducted as follows. The President shall create ballots for each office for which an election is being held, with each ballot consisting of a list of faculty members who are eligible and have confirmed that they are willing to serve in that office. The elections shall then be conducted by a secret ballot, and the votes counted by the Secretary, in the presence of the President and Vice President. For President, Vice President, and Secretary, as well as in special elections for a single representative at large, the candidate who received the most votes shall be offered the opportunity to serve in the office. If the candidate declines to serve, the offer shall be made to the candidate who received the second-most votes; and so on. A single faculty member may not hold two offices on the Executive Committee simultaneously, so if a faculty member receives the most votes for more than one office, he or she may only accept one and must decline the other(s). For at-large seats, if some number of seats need to be filled, the President shall compose a single list of eligible and willing faculty, and faculty shall vote for as many faculty as there are seats to be filled. The faculty receiving the most votes shall then be offered the available seats.

The President shall be a full-time member of the faculty and have worked in this capacity at the College for at least three years.

The Vice-President shall be a full-time member of the faculty and have worked in this capacity at the College for at least three years.

The Secretary shall record and distribute minutes of faculty meetings and other pertinent materials in a timely manner. The Secretary shall serve both the Faculty Senate and the Executive Committee.

The Secretary shall be a member of the faculty and have worked in this capacity at the College for at least two years.

The at-large representatives serving on the Executive Committee shall be members of the faculty and have worked in this capacity at the College for at least two years.

The Executive Committee shall be responsible for liaising with other persons, committees, and other bodies at the College on behalf of the Faculty Senate, and may delegate this task to other members of the Senate in particular cases. The Executive Committee shall also be responsible for setting the agenda for each meeting of the Faculty Senate. The Executive Committee should therefore meet some time in the week leading up to each meeting of the Faculty Senate in order to set the agenda. The President may also convene additional meetings of the Executive Committee.

3. Elections and Voting

a. In the interest of practicing shared governance, the Faculty Senate shall elect three At-Large Members of the Academic Council. For details, see Article 1.

b. All members of the faculty shall be entitled to vote at Faculty Senate meetings, including adjunct faculty, part-time faculty, and all full-time faculty. A quorum is defined as a majority of the full-time faculty. A quorum must be present when a vote on an official action is taken. Unless otherwise specified, all official actions of the Faculty Senate shall be decided by a majority vote. Voting shall ordinarily be viva voce, but a secret ballot may be called for by the President, or by any member of the Senate.

c. Electronic voting. At times when a face-to-face meeting of the Faculty Senate cannot occur, it may be useful or necessary to conduct business and vote on motions electronically. In such situations, voting will be conducted through secure means. The electronic vote may be preceded and accompanied by an electronic discussion which will be held as a Committee of the Whole. Electronic voting and discussion will remain open for specified periods with a minimum duration of 48 hours for discussion and 48 hours for voting, unless the President of the Faculty Senate determines that a shorter period is necessary and announces it prior to the vote.

d. Official actions of the Faculty Senate shall be decided by a majority vote.

4. Meetings of the Faculty Senate

The Faculty Senate shall ordinarily meet at least four times each semester and shall hold elections for the Executive Committee in a meeting at the end of each academic year. The President may, in consultation with the Executive Committee, convene additional meetings of the Faculty Senate in order to hold special elections or to address emergent matters of import to the faculty. The Faculty Senate shall follow the agenda established by the Executive Committee, but meetings of the Faculty Senate shall also be open to motions from the floor to discuss other matters, as time permits.

5. Conduct

Robert's Rules of Order shall guide the deliberations of both the Faculty Senate and the Executive Committee.

6. Amendments

The Faculty Senate shall approve amendments to its by-laws. The Secretary will record amendments and changes and will maintain them electronically.

7. Approval of Policies, Actions, and Procedures

If the Faculty Senate proposes a new policy, action, and/or procedure, the proposed action(s) shall be presented to the Provost of Holy Cross College for approval or action by the Academic Council. The Provost shall respond to the Faculty Senate within sixty days of the proposal; if the action is not endorsed, the Provost shall give a written explanation for the decision.

I. Ongoing Development of Academic Policy

As delineated in Article 1, the Academic Council can revise or amend these Articles. As with all academic policy, proposals must be first be reviewed by the Faculty Senate, which then shares its recommendation with

the Academic Council. Moreover, the Faculty Senate has empowered a Committee (the Faculty Handbook Committee) to address gaps in these Academic Articles and propose new sections that are needed to address gaps. This document will be presented by the committee to the Faculty Senate for review and recommendation, and then to Academic Council for approval, by the end of Academic Year 2027-28.