



FACULTY HANDBOOK

Spring 2016

FOREWORD

This publication, a revision of the 2013 edition, contains the policies and procedures that govern the work of faculty, and it serves as a convenient resource for matters of faculty interest and concern. Additionally, it serves as a book of reference in providing new faculty members with needed information about the University. Policies and procedures contained in the *University of Holy Cross (UHC) Faculty Handbook* are approved by the President and the Board of Trustees, upon the recommendations of the UHC Community, including the President's Cabinet, the Academic Council, the Graduate Council, the Faculty Assembly, and campus offices and committees. The *University of Holy Cross (UHC) Faculty Handbook* is part of the faculty contract.

The Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) defines a full-time faculty member as one “whose major employment is with the institution; whose primary assignments are in teaching and/or research; and whose employment is based on a contract for full-time employees.” Both full-time and part-time faculty must meet the same criteria for academic and professional preparation (*Principles of Accreditation: Foundations for Quality Enhancement*, 2010 edition).

In this handbook, *faculty* is defined as those individuals whose principal responsibility at University of Holy Cross is providing or administering academic instruction. Faculty members are expected to demonstrate currency in their knowledge of subject matter and choice of methodologies; to manifest the ability to advise and assist students in fulfilling the requirements of their program of study; to exhibit continuous professional development; to relate teaching to the Mission of University of Holy Cross; and to conform to procedural guidelines in the *University of Holy Cross Faculty Handbook* regarding didactic and classroom responsibilities. It is also expected that faculty members work harmoniously with their colleagues, conduct themselves with the acceptable standards of the academic profession, actively serve on assigned committees, and contribute significantly to the teaching, public service, and research Mission of the University.

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1.0 HISTORY, MISSION, GENERAL ORGANIZATION, AND GOVERNANCE

1.1 History

The University of Holy Cross (UHC), formerly Our Lady of Holy Cross College, has the distinction of being the only four-year college on the West Bank of New Orleans, as well as one of eight Holy Cross colleges and universities nationwide. It has provided South Louisiana a tradition of academic excellence and has been setting the standard for quality education for nearly a century.

UHC was established by the Marianites of Holy Cross. The history of the Congregation of the Marianites of Holy Cross began in 1841 with the founding of the Marianites by Father Basil Anthony Moreau in Le Mans, France. Two years after their founding, the Sisters were ready to leave Le Mans to set up foundations in North America. Several Marianites accepted the invitation of Archbishop Antoine Blanc in 1848 to come to New Orleans to work with the Holy Cross Brothers in administering the St. Mary's Orphan Boys Asylum. Soon, the Sisters were concerned over the plight of young girls who were orphaned as a result of the yellow fever epidemic. Thus, in 1851, the Sisters began the Immaculate Conception Industrial School to instruct orphan girls. This school evolved into the Academy of the Holy Angels, which was dedicated in 1866 as a high school for girls. Holy Angels was the parent school of University of Holy Cross.

In 1916, the Louisiana State Board of Education granted the Marianites the right to open Holy Angels Normal School to prepare teachers for the many schools the Marianites staffed in southern Louisiana. This approval assured that teachers would be prepared according to the Louisiana State Norms of Education.

In 1938, the Louisiana State Department of Education, again at the request of the Sisters, approved a program which would lead to the Bachelor of Arts degree in Education. Its first graduation was held in 1942 in the renamed College Department at the Academy of Holy Angels. Five years later, the Ernest B. Norman family presented the Sisters with a gift of forty acres of land on the West Bank of the Mississippi River in Algiers to be used for educational and religious purposes.

In the early 1950s, the College admitted lay women who were teaching in schools administered by the Marianites. When it was moved to its new quarters in Algiers in 1960, the name of the College was changed to Our Lady of Holy Cross. In that same year, the first lay student received her degree. The first male students were admitted in 1967. The Marianite Corporation organized a governing board in the late 1960s according to the requirements of the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS). The Provincial Superior of the Marianites was the President of the College until 1969, when the two positions were separated, and for the first time the Board of Regents of Our Lady of Holy Cross selected the President.

In the Spring of 1971, the Board of Regents submitted the first status report, and the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) approved candidacy for accreditation of the College. The College grew in student enrollment, adding new academic and professional programs to the initial teacher education curriculum. In the academic year 1975-1976, the College awarded its first honorary degree and celebrated its sixtieth anniversary. In 1976, UHC received accreditation for a ten-year period from the Commission on Colleges of SACS.

To coordinate the best use of faculties and facilities on the West Bank, UHC and Delgado Community College, also accredited by SACS-COC, formed the West Bank Higher Education Union in 1976. They pledged cooperation, exchange of faculty, mutual support of programs, and agreements for joint degree programs and use of libraries. The Institutions discontinued this arrangement in 1993.

In the Spring of 1984, the Louisiana State Board of Nursing (LSBN) granted approval for a four-year baccalaureate degree program in Nursing. Today, it remains the only Catholic generic baccalaureate nursing program in the state of Louisiana. The LSBN gave full approval to the program in July 1987. In the Fall of 1989, a self-study was submitted to the Council of Baccalaureate and Higher Degree programs of the National League for Nursing, and the nursing program was granted full approval.

A Master of Education program was begun in the Fall of 1984. In 1986, the program received approval from SACS-COC as a Level Three Master's degree program and graduated its first students.

In 1990, the College received approval from SACS-COC to grant the Master of Arts degree in Counseling. Students may select one of the following areas of specialization: Marriage and Family Counseling or School Counseling. Certification is offered at the post-Master's level in Marriage and Family Counseling. The program educates students to provide services that are preventive and developmental in nature in order to help individuals and families deal more effectively with problems and decisions of everyday living in urban/rural environments. The department offers a comprehensive program in counselor preparation, leading to professional licensure, professional certification, and state certification. It reflects the belief in individual differences among students, provides for a balance of didactic and experiential learning activities, and offers experiences for the personal growth and development of students. The Thomas E. Chambers Counseling and Training Center was dedicated in 1998. Providing counseling services to the UHC family and the community at large, it also serves as an educational resource for students pursuing both Master's and undergraduate degrees in counseling.

In the late 1980s, 1990s, and into the Twenty-first Century, the Institution attained financial stability, made substantial renovations to the physical plant, built an addition to the library, added classroom and office space, increased parking facilities, and established a program of long-range maintenance. New science labs and a state-of-the art nursing lab have also been

recent additions. The Institution has been successful in increasing student scholarships and financial aid as well as increasing the endowment fund. Ongoing curriculum renewal has taken place in order to maintain the Institution's compliance with accreditation standards and cultural needs.

Largely undamaged by the effects of Hurricane Katrina in August of 2005, the Institution resumed instruction in January of 2006. The RN to BSN online program at Our Lady of Holy Cross was begun in 2007, with approval from NLNAC, when the Christus Health System provided a grant to the Department of Nursing and Allied Health to fund the program. SACS-COC accreditation followed as the program was being established. The curriculum and courses were developed, and the first program was launched in the Spring of 2009, with the first student entering in Fall 2009. The program continues to grow and graduated its first two students in the Summer of 2011.

In 2011 the Institution signed articulation agreements with Delgado Community College to facilitate the entrance of Delgado graduates to pursue Bachelor's degrees in Education and Business. A similar agreement was signed with Nunez Community College to accommodate its education graduates.

The College has continued to meet the growing needs of its students, the community, and the Church. The Business department offers an Accelerated Organizational Management Program for a Bachelor of Science degree in Business Administration. The Education Department provides Alternative Certification Programs for elementary and secondary teachers. The Archdiocesan Teachers Institute (ATI) is a partnership between the Office of Catholic Schools and UHC. This exciting program was created to provide additional educational opportunities for the teachers of the Archdiocese of New Orleans. All of these programs are designed for non-traditional adult students who are already working in the community.

The Institution now offers two doctoral programs: a Ph.D. in Counselor Education and an Ed.D. in Executive Leadership. The first doctoral degree was awarded in May of 2015. A Master's degree in Catholic Theology will begin admitting students in the Summer of 2016.

In January of 2016, the Board of Regents made the historic decision to change the name of the Institution to the University of Holy Cross. It also formed a new Board of Trustees of the University of Holy Cross Corporation that assumed sole ownership and control of the land and buildings that house the University. The evolution of the name of the Institution reflects both the amazing chronicle of its past, as well as the incredible opportunities that lie in our future. As the University enters a period of unprecedented growth in undergraduate and graduate education, this new name represents a milestone in the history of our institution as a university recognized for its outstanding degree programs.

Rich in historical experience, in its centennial year the University of Holy Cross continues to guide its students toward self-realization, professional competency, and dedicated service to the human family.

1.2 Description of the University of Holy Cross

The University of Holy Cross is a privately-administered, accredited, coeducational, Catholic university, offering undergraduate, graduate, and professional curricula to a student population that reflects the diversity found in Louisiana. Its primary focus is teaching, public service, and research. UHC remains faithful to its liberal arts tradition in committing itself to academic challenge, professional preparation, attainment of marketable skills, personal enrichment, and the rightful integration of Catholic philosophy and theology. It takes pride in its low teacher/student ratio and in the quality of its diverse programs and services.

1.3 Mission Statement

The University of Holy Cross is a unique Catholic institution of higher learning founded by the Marianites of Holy Cross. Rooted in a belief in human dignity, the University of Holy Cross educates the minds and hearts of its students. The Institution is centered on effective and innovative teaching, intelligence exercised across disciplines, practical reasoning, and communication with others. All members of the Institution strive for excellence and contribute their knowledge and experience in their chosen work, community, and ultimately the world in need.

1.4 Statement of Core Values

We believe that education flourishes in a community motivated by a Catholic Christian vision, Gospel values, and a commitment to the education of the total person. We accept the responsibility to respond to the needs of our students by challenging and empowering them to develop holistically in the attainment of knowledge, skills, and values necessary to thrive in an ever-changing world.

Therefore, we endeavor to foster in the Institution an environment that nurtures the following core values:

- **Catholic identity**
We value a clear Catholic identity and a strong commitment to Gospel principles
- **Service**
We relate with and serve others in a spirit of compassion, justice, and selflessness.
- **Relationships**
We foster healthy and growth-filled relationships within the Institution and between the Institution and the wider community.
- **Diversity**
We welcome cultural diversity, effective communications, fairness, inclusion, respectfulness, and hospitality.

- **Student-centeredness**
We value our students, who are the primary reason for the existence of the Institution. We respect and treasure their diverse life experiences, their achievements, and their contributions to the community, and we revere their human dignity.
- **Excellence in teaching and learning**
We provide spiritual, intellectual, social, and aesthetic education to develop the total person. We devote a generous share of the financial and the technological resources of the College to improving teaching and learning. We encourage research to improve both instruction and learning.
- **Responsible stewardship of resources**
We acquire, maintain, update, and use our resources in a caring and responsible way.

1.5 Accreditations

The University of Holy Cross is accredited by the the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) to award the Associate, Baccalaureate, Master's, and Doctoral Degrees. Contact SACS-COC at 1866 Southern Lane, Decatur, Georgia, 30033-4097, or call 404-679-4500 for questions about the accreditation of University of Holy Cross.

The Doctor of Philosophy Program in Counselor Education and Supervision of the University of Holy Cross is accredited by the Council for Accreditation of Counseling and Related Programs (5999 Stevenson Avenue, Alexandria, VA 22304, telephone number 703-823-9800, ext. 301).

The Education and School Counseling Programs of the University of Holy Cross are accredited by the National Council for Accreditation of Teacher Education Standards, which is operated under the Council for the Accreditation of Educator Preparation (CAEP) system (1140 19th Street, NW, Suite 400, Washington, D.C., 20036, telephone number 202-223-0077).

The Department of Nursing at the University of Holy Cross is accredited by the Accreditation Commission for Education in Nursing (ACEN) (3343 Peachtree Road NE, Suite 850, Atlanta, GA 30326, telephone number 404-975-5000, fax number 404-975-5020)

The Business Degree Programs of the University of Holy Cross are accredited by the International Assembly for Collegiate Business Education (11374 Strang Line Road Lenexa, KS 66215, telephone number 913-631-3009, fax number 913-631-9154).

The Clinical Mental Health Counseling Program, the Marriage, Couple, and Family Counseling Program, and the School Counseling Program, of the University of Holy Cross are accredited by the Council for Accreditation of Counseling and Related Programs (5999 Stevenson Avenue, Alexandria, VA 22304, telephone number 703-823-9800, ext. 301).

The Radiologic Technology Programs of the University of Holy Cross are accredited by the Joint Review Committee on Education and Radiologic Technology (20 North Wacker Street, Suite 2850 Chicago, Illinois 60606-3182, telephone number 312-704-5300 fax number: (312) 704-5304).

1.6 The Board of Trustees of the University of Holy Cross Corporation

The objectives and purposes of the Board of Trustees of the University of Holy Cross Corporation are to further higher education by maintaining an institution of higher learning in the City of New Orleans. The Board is empowered to carry out the legal and financial acts for the furtherance of its objectives and purposes and holds all College property as a corporate entity.

The Institution's Mission, begun by the Venerable Basile-Antoine Marie Moreau, C.S.C., founder of the priests, brothers and sisters of Holy Cross, has not changed and has been guaranteed in the recent changes to the Articles of Incorporation. Members of the Family of Holy Cross will occupy no less than three seats on Board of Trustees of the University of Holy Cross Corporation. In addition, any changes to the Mission can only be made by two-thirds vote of the entire Board of Trustees and two-thirds vote of the Members of the Holy Cross Family. As a rule, the Board consists of members from widely different backgrounds and responsibilities, and no one is excluded from serving on the Board solely by reason of race, color, religion, sex, national origin, disability, or age.

The Board of Trustees, in conducting its business and establishing the policies and curricula of UHC, acts at all times in a manner consistent with the rules, regulations, teachings, and doctrines of the Roman Catholic Church and the Mission Statement of the University.

1.7 Administrative Structure

The implementation of the basic philosophy, goals, and specific aims of the University of Holy Cross is entrusted to a host of dedicated educators, both religious and lay. These individuals, in exercising their responsibilities, strive to be of service to all constituents of the University in the "true spirit" of the Family of Holy Cross.

1.8 Faculty Institutional Governance

Faculty institutional governance affords the faculty the right of participation through the functioning of the academic departments, University-wide committees, the Academic Council, the Graduate Council, and the Faculty Assembly.

1.8.1 Faculty Assembly

The University of Holy Cross Faculty Assembly is a permanent body operating under the authority of the President of the University in cooperation with the Board of Trustees, students, and administration to further the goals and objectives of the University. Besides concerning

itself with matters affecting the general welfare of the University, the Faculty Assembly will focus on the academic programs and the areas of faculty welfare and professional affairs. It shall have the privilege of review in the area of academic affairs, including the following: educational policies and programs; admission and retention standards and policies; instructional, academic and professional standards; introduction, development, and termination of curricular programs and courses; standards and requirements for degrees and honors; addition and improvement of instructional facilities and resources; general policies affecting the recruitment and rank of faculty members; general policies affecting faculty welfare, including teaching load, assignment of other duties, professional development, and general policies regarding academic freedom. The UHC Faculty Assembly Constitution is available on the UHC W network drive.

2.0 OPENING CONTRACTUAL STATEMENT

Members of the teaching faculty receive contracts, which are signed by the President and the faculty member. Two copies of the formal contract are executed—one for the faculty member and one for the Director of Human Resources. Contracts are bilateral and cannot be canceled except by mutual agreement, by termination for cause, or in times of financial exigency. The term *financial exigency* is defined by the American Association of University Professors (AAUP) as “A severe financial crisis that threatens that integrity of the academic Mission of the institution as a whole and that cannot be alleviated by less drastic means.” University of Holy Cross adheres to, adopts, and incorporates in this *Faculty Handbook* the above definition and, wherever applicable, the policies outlined by the AAUP in its publication *Recommended Institutional Regulations on Academic Freedom and Tenure* (<http://www.aaup.org/AAUP/pubsres/policydocs/contents/RIR.htm>) and *AAUP Policy Documents and Reports* (The Red Book). When items and issues are concurrently addressed in either of these two AAUP publications and in this *Faculty Handbook*, the *Faculty Handbook* criteria shall apply.

Acceptance of a contract includes an agreement between the University and the faculty member to comply with the Mission and appropriate regulations of the University. The contract refers to the sections of this *Faculty Handbook* that set the contractual conditions of the teaching faculty. Full-time faculty contracts are term contracts, awarded according to a tiered multi-year structure that is tied to promotion in rank:

- Full Professor: 5 years
- Associate Professor: 4 years
- Assistant Professor: 3 years
- Instructor: 1 year

An exception to this policy is that all newly hired full-time faculty, regardless of rank, receive an appointment letter for their first year. Newly hired full-time faculty member may be granted a multi-year contract at the discretion of the Provost or the President.

Multi-year contracts include any annual University-wide and/or faculty salary increases during the term of the contract. Promotion in rank that occurs during a multi-year contract period places the faculty member into the next multi-year level associated with the new rank at the beginning of the next academic year. Summer teaching services are based on need and are engaged by a separate contract.

2.1 Separation from the University

2.1.1 Resignation

In the event of a disassociation with the University, which has been mutually agreed upon by the President and the faculty member (i.e., resignation) remuneration is based on days actually worked. The definition of days actually worked is those days when faculty members are required to be present at the University or at University-sponsored events. Days actually worked are computed on the basis of the total number of contract days in the contract period, which includes the beginning and ending dates of each academic year for full-time faculty or semester for adjunct faculty, as indicated in the contract, and on which attendance is required.

It is preferable that, where circumstances allow, contracted full-time faculty members terminate their appointment effective at the end of an academic year, provided that they give notice in writing to the Vice President for Academic Affairs at the earliest possible opportunity, but not later than May 15, or thirty days after receiving notification of the their appointment for the coming year.

2.1.2 Dismissal of Faculty on Annual or Multi-year Contract

Faculty on annual or multi-year contracts who fail to fulfill their contractual obligations, as evidenced in a negative periodic evaluation (see section 2.10), and who fail to correct the deficiencies in accord with the specified improvement plan, may face disciplinary actions up to and including non-renewal of contract. A faculty member whose contract is not being renewed for the next academic year must be notified in writing before February 1, unless they have been employed by UHC for five years or more academic years. In that case, the faculty member must be notified in writing twelve months prior to the next contract year. The faculty member has a right to appeal his or her dismissal, using the procedure given in the Faculty Judicial Board section of this *Handbook* (2.20).

2.2 Faculty Credentials Guidelines (Southern Association of Colleges and Schools, Commission on Colleges <http://www.sacscoc.org/pdf/081705/faculty%20credentials.pdf>)

According to the SACS-COC Comprehensive Standard 3.7.1, “The institution employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, an institution also considers

competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the institution is responsible for justifying and documenting the qualifications of its faculty.”

“When an institution defines faculty qualifications using faculty credentials, institutions should use the following as credential guidelines:

1. Faculty teaching general education courses at the undergraduate level: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate hours in the teaching discipline).
2. Faculty teaching associate degree courses designed for transfer to a baccalaureate degree: doctorate or master’s degree in the teaching discipline or a master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate hours in the teaching discipline).
3. Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree: bachelor’s degree in the teaching discipline, or associate’s degree and demonstrated competencies in the teaching discipline.
4. Faculty teaching baccalaureate courses: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (minimum of 18 graduate hours in the teaching discipline).
5. Faculty teaching graduate and post-baccalaureate coursework: earned doctorate/terminal degree in the teaching discipline or a related discipline.
6. Graduate teaching assistants: master’s in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

2.3 Faculty Responsibilities

- To foster the Mission of the University in teaching, research, and service;
- To conduct oneself in a professional and respectful manner;
- To teach twelve (12) credit hours (or their equivalent) for undergraduate full-time faculty and nine (9) credit hours (or their equivalent) for graduate full-time faculty;
- To develop and implement courses according to best practices within the academic discipline;
- To meet all regularly scheduled classes;
- To post and keep regular office hours
(Adjunct faculty should be available to students outside of class at mutually convenient times.);
- To submit grades according to prescribed guidelines;
- To advise students;
- To attend University-wide and departmental meetings and commencement exercises;
- To serve on standing and *ad hoc* committees;

- To submit reports and complete tasks in a timely manner, as determined by the Chair of the department;
- To update performance based on student and chair evaluation data;
- To engage in scholarly activity;
- To give service to the community and to the faculty member's professional discipline.
- Exceptions may be made by the faculty member's Dean, with the approval of the Provost.

2.3.1 Policy on Conflicts of Interest

University faculty are expected to avoid even the appearance of impropriety when performing their duties and must not use their positions or knowledge gained at the University to improperly influence decisions for their personal advantage or for the advantage of their families or friends.

University faculty are expected to disclose to the appropriate University official any actual or potential conflicts of interest and should not initiate any contract or transaction to which the University is a party until approval is received.

2.3.2 Policy on Conflicts of Commitment

University of Holy Cross recognizes the right of full-time faculty to involve themselves in undertakings outside of their University employment. Hence, the involvement of faculty in off-campus professional, employment, and/or business opportunities is permitted, except at those times when the faculty member is required to render services to the University.

2.3.3 Policy on Inappropriate Relationships

There are special risks in any sexual or romantic relationship between individuals in inherently unequal positions, and parties in such a relationship assume those risks. In the University context, such positions include (but are not limited to) teacher and student, supervisor and employee, senior faculty and junior faculty, adviser and advisee, and teaching assistant and student. Because of the potential for conflict of interest, exploitation, favoritism, and bias, such relationships may undermine the real or perceived integrity of the supervision and evaluation provided, as well as the trust inherent particularly in the teacher-student context.

Such relationships may, moreover, be less consensual than the individual whose position confers power or authority believes. The relationship is likely to be perceived in different ways by each of the parties to it, especially in retrospect. Moreover, such relationships may harm or injure others in the academic or work environment. Relationships in which one party is in a position to review the work or influence the career of the other may provide grounds for

complaint by third parties when that relationship gives undue access or advantage, restricts opportunities, or creates a perception of these problems.

The role of the teacher is multifaceted, including serving as intellectual guide, counselor, mentor and advisor; the teacher's influence and authority extend far beyond the classroom. The University believes that a sexual or romantic relationship between a teacher and any University of Holy Cross student, even where consensual and whether or not the student would otherwise be subject to supervision or evaluation by the teacher, is inconsistent with the proper role of the teacher and is inconsistent with the trust this University places in its Faculty to serve the needs of its student body.

Furthermore, circumstances may change, and conduct that was previously welcome may become unwelcome. Even when both parties have consented at the outset to a romantic involvement, this past consent does not remove grounds for a charge based upon subsequent unwelcome conduct. Where such a relationship exists, the person in the position of greater authority or power will bear the primary burden of accountability, and must ensure that he or she – and this is particularly important for faculty – does not exercise and supervisory or evaluation function over the other person in the relationship. Where such recusal is required, the recusing party shall also notify his or her supervisor, department chair or dean, so that such chair, dean or supervisor can exercise his or her responsibility to evaluate the adequacy of the alternative supervisory or evaluative arrangements to be put in place.

2.4 Definitions of Faculty Status

Those individuals contracted for specific professional responsibilities of teaching, along with those of service or research and publication, are granted faculty status. Individuals enjoying faculty status with University of Holy Cross are expected to pursue excellence in the preparation for and performance of teaching responsibilities. Additionally, these individuals are expected to contribute to the life of the University and the general welfare of the community. Faculty status is classified as full-time or adjunct.

2.4.1 Ranked Faculty, Full-time

Members of the instructional faculty and librarians appointed on a full-time basis are assigned to one of four ranks: instructor, assistant professor, associate professor, or professor. These ranked faculty are afforded the rights and privileges outlined in this *Handbook*. They are expected to support the institutional Mission, vision, and core values of University of Holy Cross and assume all professional responsibilities by virtue of contract.

2.4.2 Adjunct Faculty

Adjunct faculty are those who serve the University in a part-time capacity. They are assigned the rank of lecturer unless they have earned a higher rank during previous tenure at University of Holy Cross or at another higher-education institution. These faculty are eligible for

membership in the Faculty Assembly, as defined by the Constitution of the Faculty Assembly, and are eligible for parking and library privileges. They are expected to support the institutional Mission, vision, and core values of University of Holy Cross and assume all responsibilities by virtue of contract.

2.4.3 Extended Adjunct Faculty

Some adjunct faculty members may, with specific provisions, become salaried rather than paid per course/credit hour. Their salary depends upon additional duties performed, some examples of which include advising and committee work. Extended Adjunct positions are available only on an as-needed basis. The department chair must provide documentation of the need for the appointment to the Provost.

2.4.4 Special Appointment Faculty

Special appointment faculty include the following designations:

- 1) Deans may submit requests to the Provost that emeritus status be granted to full-time faculty and academic administrators of the University of Holy Cross who have distinguished themselves in teaching, research, and service. This distinction is awarded to faculty members upon their retirement by the President of the University in consultation with the Provost.
- 2) Visiting faculty are those who, while holding professional rank at another institution, are temporarily serving as full-time faculty members at the University.
- 3) Special appointment may be made by the President in accordance with program specific accreditation standards.

2.4.5 Administrators with Rank

The President, Provost, and Deans of the University of Holy Cross hold ordinary faculty status and are assigned the academic rank of professor upon appointment.

Other officers, because of their academic credentials and teaching responsibilities, are afforded the privilege of faculty status, which is affirmed in writing at the time of their initial appointment. They are eligible for promotion according to the criteria for "evaluating faculty for promotion."

2.5 Academic Rank

2.5.1 Qualifications for New Faculty and Appointment to Rank

New full-time faculty members with no previous university teaching experience may be assigned the rank of Instructor. Those who hold a terminal degree but have no teaching

experience in higher education may be considered Assistant Professors. New full-time faculty members with previous university teaching experience are assigned academic rank by the President according to their degrees, professional teaching experience and/or professional experience, and rank held at a previous institution.

2.5.2 Lecturer

All adjunct faculty will be assigned the rank of lecturer.

2.5.3 Instructor

To be considered for the rank of Instructor, an individual will present evidence of

1. at least an earned Master's degree; and
2. evidence of teaching ability.

2.5.4 Assistant Professor

To be considered for the rank of Assistant Professor, an individual will present evidence of

1. an earned terminal degree, **OR** an earned Master's degree and three (3) years of full-time University teaching (Twenty-four [24] hours of part-time instruction at UHC equals one [1] year of full-time instruction at UHC.);
2. evidence of teaching ability; and
3. scholarship in one of the following as demonstrated by
 - a. progress toward a terminal degree;
 - b. publications, presentations, and/or research; or
 - c. demonstration of faculty professional engagement, such as active membership in professional organizations.

2.5.5 Associate Professor

To be considered for the rank of Associate Professor, an individual will present evidence of

1. an earned terminal degree plus four (4) years of full-time teaching at the assistant professor level or its equivalent, two years of which **must** be at University of Holy Cross; **OR** an earned Master's degree, plus thirty hours of additional graduate-level study, and eight years of full-time teaching at the assistant professor level (Twenty-four [24] hours of part-time instruction at UHC equals one [1] year of full-time instruction at UHC.);
2. excellence in teaching;
3. contributions to the University;
4. contributions to the profession; and
5. scholarly achievement through professional publications, presentations, and/or research.

2.5.6 Professor

To be considered for the rank of Professor, an individual will present evidence of

1. an earned terminal degree plus five (5) years of full-time teaching at the associate professor level at University of Holy Cross or its equivalent;
2. excellence in teaching;
3. continued record of scholarly achievement through professional publications, presentations, and/or research;
4. contributions to the University in a leadership capacity (i.e., chair of committee, elected leadership position, chair of academic department, academic program coordinator);
5. a leadership role within the professional discipline.

2.6 Endowed Professorships

2.6.1 Mission Statement

The University of Holy Cross desires to serve the community through effective stewardship of our resources. Consistent with the teaching mission of the Catholic Church in the spirit of the Family of Holy Cross, the University educates the minds and the hearts of its students through dedicated and creative teaching. In meeting the educational needs of the community, through the Endowed Professorship program the University of Holy Cross seeks to attract and retain outstanding faculty who will provide a quality educational experience for students. This program recognizes and fosters faculty excellence by allowing faculty to demonstrate commitment to quality instruction and academic research. Through this program, outstanding faculty are provided with recognition, reward, and an opportunity for professional development in the form of a monetary supplement.

This monetary support is in addition to the annual Professional Development Funding afforded to every full-time faculty member (see section 2.12 below).

2.6.2 Definition and Purposes of Endowed Professorships

According to the *Louisiana Board of Regents Endowed Professorship Program Policy* (2008 ed.), the following are the definition and the purposes of Endowed Professorships:

Endowed Professorships were established to recruit superior new faculty and/or retain faculty whose research, teaching, and/or public service have uniquely contributed to the missions of their departments and institutions. The objectives of the Endowed Professorship Program are to enhance the quality of higher education and to promote the economic development of Louisiana.

The *Louisiana Board of Regents Endowed Professorship Program Policy* (2008 ed.) serves as the official documentation to guide colleges and universities in the implementation of the State-wide Endowed Professorship Program. University of Holy Cross adheres to the policy mandated by the State of Louisiana, as contained herein:

<http://www.laregentsarchive.com/pdfs/Finance/Endowed2008/Approved%20August%202008%20endprof.pol.pdf>

2.7 Types of Contracts

Members of the teaching faculty, in all classifications, are employed by formal contract. Two copies of a contract are executed—one for the faculty member and one for the Director of Human Resources. Contracts reflect rank, salary, dates of employment, academic department(s) served, and terms. Contracts are bilateral and cannot be canceled except by mutual agreement or termination for cause or in times of financial exigency (see definition in section 2.0 above). A contract is validated when it is signed, dated, and returned within thirty days of receipt by the faculty member. Contracts returned by the faculty member after thirty days of receipt may not be honored.

Contracts for designated full-time faculty (see section 2.0 above) are on a tiered multi-year basis. There should be no presumption on the part of full-time faculty that contracts will be automatically renewed. However, a faculty member whose contract is not being renewed must be properly notified in writing. If a faculty member has not been properly notified, there is an understanding that his or her contract will be renewed. If a faculty member has not been properly notified, the faculty member can be dismissed only for cause or in times of financial exigency (see definition in section 2.0 above). One year appointees are notified as soon as possible of potential non-renewal or may be offered a contract commensurate with their rank and experience.

2.7.1 Term Contracts

Term contracts are those awarded according to the tiered multi-year structure outlined above (see section 2.0), excluding summer sessions. Summer services are based on need and are engaged by separate contract.

2.7.1.1 Full-time Contracts

All appointments for full-time faculty are term appointments ending on a specific date. They can be renewed only as a result of specific recommendation for reappointment, and they presume no right to reappointment. A full-time faculty member hired for one semester (Fall or Spring) is hired for that semester only and under a term contract; faculty hired for one semester may not presume the right to reappointment. Contracts for term appointments shall be presented by the President's office to the full-time faculty member no later than April 15th for the following contractual year(s).

2.7.1.2 Part-time Contracts

A part-time contract for one semester will be given to an adjunct instructor upon the recommendation of an academic administrator to the Provost. Subsequent appointments are based upon departmental need and a positive review of course evaluations and recommendations by the department chair or program coordinator. At no time is there a presumption of a right to be reappointed.

If at any time there is a need for a full-time faculty member to teach a course in order to fulfill the required teaching load, the adjunct instructor will be notified that he or she will not be teaching the course.

In the event that a full-time faculty member is needed to teach a course or perform a duty that is in excess of the normal workload and not specified in his or her term contract, the full-time faculty member will be awarded a part-time contract. This contract will be for the length of one semester.

2.7.1.3 Extended Part-time Contracts

The salary of Extended Adjunct faculty depends upon the duties performed in addition to teaching, for example, advising and serving on committees. Therefore, this contract is made on an individual, as needed basis. Benefits are not provided. The department chair provides documentation supporting the need for the contract to the Provost.

2.7.1.4 Consultant Contracts

Services of consultants are arranged through special contracts. Contracts for consultative services must be consistent with the purposes, policies, and procedures of the University. All contracted services remain under the control of University of Holy Cross.

2.7.1.5 Stipends

Stipends may be awarded to deans, chairs, coordinators, and faculty for additional responsibilities and professional activities.

2.8 Search, Appointment, Orientation

The hiring policy used at University of Holy Cross is designed to employ individuals who can work within the philosophy and Mission of the University. The University strives to obtain as large an applicant pool as possible, thus affording equal opportunity for all qualified persons. Consultation at all levels concerned is inherent in the hiring process.

2.8.1 Search Procedures

HIRING GUIDELINES FOR FULL-TIME FACULTY

1. All new faculty hiring should be in accordance with the strategic planning process.
2. In accordance with the strategic planning process and with the awareness of the Mission and budgeting process for the appropriate fiscal year, the Provost, in cooperation with a dean, chair, coordinator, or director, discusses the viability and, if appropriate, seeks permission from the President to start the hiring process. This process includes the timeline, the search committee members, and the salary range.
3. The Provost works with the Human Resources Director to determine the advertisement process for the search.
4. A search committee will be recommended by the department chair and the dean and approved by the Provost.
5. Prior to being considered for employment, prospective faculty must submit the following: *curriculum vitae*, official copy of all transcripts, and three letters of recommendation from individuals capable of assessing his or her qualifications for the faculty position being sought.
6. The search committee will screen the candidates and choose candidates to be interviewed.
7. The interview process should include a broad range of interviewers, including the President, the Provost, and the College Dean.
8. The search committee makes a recommendation to the Provost, who presents it to the President. The Provost sends a letter to the President including all the details of the interview process.
9. An offer of employment is made by the Provost through the Human Resources Director.
10. Upon confirmation of filling the position, the new faculty member receives a letter of acceptance from the President through the Human Resources Director.

HIRING GUIDELINES FOR ADJUNCT FACULTY

Should the need arise for an adjunct faculty member, the department chair, in consultation with the program coordinator where applicable, is responsible for seeking a faculty member with appropriate credentials. After the candidates have been screened and interviewed by the

appropriate academic administrator, the names are presented to the Provost, who forwards this recommendation to the President. The Dean of the appropriate College is responsible for maintaining all documentation of the hiring process.

2.8.2 Orientation

New faculty members are introduced to the faculty, staff, and administration of the University by the department chair. The President of the Faculty Assembly and the appropriate chair provide an overview of the institutional policies and procedures. The chair of the department in which the newly hired faculty is to serve or the program coordinator presents an overview of divisional operations.

2.8.3 Special Appointment Categories

Special appointment categories are those for which individuals are employed to perform highly specialized functions. Appointments to these categories may be made only by the President.

2.8.4 Personnel Records

It is the responsibility of the faculty member to cooperate in establishing his or her official employment file. Needed materials for full-time and adjunct faculty include official transcripts, *curriculum vitae*, and three letters of recommendation. Original copies of all official employment files of faculty are submitted to the Office of Academic Affairs for SACS-COC verification and stored in the office of Human Resources.

2.9 Roster

The University prepares a directory of all faculty. Faculty members have the right to refuse public listing in the directory. When a faculty member does not wish to be listed, the he or she should inform the Provost. There is a statement on the directory that the telephone numbers of faculty should not be given to anyone. This request should be honored.

2.10 Evaluation

All faculty members—full-time and adjunct—are evaluated once each semester by students and at least once every three years by their department chair, director, or coordinator after the first year of appointment. Chairs are evaluated by deans, and deans are evaluated by the Provost at least once every three years after the first year of appointment. Faculty members are evaluated according to their job descriptions by immediate supervisors. Self- and peer-evaluations are optional. Results of evaluations are used for instructional improvement and professional development. Evaluations by students, as well as supervisors, are considered part of promotion review.

2.10.1 Criteria

Student evaluation of all faculty members (full-time and adjunct), conducted each semester, assesses the following: course organization and planning, communication, faculty/student interaction, competency assessment, course evaluation, and overall instructor effectiveness. In addition, each faculty member completes a Faculty Use of Student Evaluations Form, in which the faculty member considers appropriate student feedback in planning improvements to instruction and educational quality.

Evaluation by the faculty member's academic administrator, conducted at least once every three years after the first year of appointment, assesses the faculty member in relation to course development, currency in the discipline, instructional creativity, instructional methodology based on current best practices within the academic discipline, involvement in administrative and professional development activities, and overall competency in the delivery of instruction and service.

2.10.2 Evaluation Process

Listed below are the timetables and procedures for the evaluation of faculty performance:

2.10.2.1 Formal Evaluation of Faculty

Formal Evaluation of Full-time Faculty

Students complete online evaluations/course surveys, available in Blackboard for all courses, of all full-time faculty; faculty complete the Faculty Use of Student Evaluations Form and send it electronically to the appropriate chair at the beginning of the next semester.

Academic administrators conduct evaluations of new full-time faculty before the end of their appointment, which may include visits to classes, as needed.

After the first full year of a faculty member's appointment, evaluations are completed on an as-needed basis, but at minimum prior to the awarding of the faculty member's next multi-year contract and at least once every three years after the first year of appointment. Faculty members are also evaluated as part of the promotion process.

The results are summarized, communicated to the faculty member, and submitted to the appropriate administrative office.

Formal Evaluation of Adjunct Faculty

Students complete online evaluations/course surveys, available on Blackboard for all

courses, of all full-time faculty; faculty complete the Faculty Use of Student Evaluations Form and send it electronically to the appropriate chair at the beginning of the next semester.

Academic administrators conduct evaluations of part-time faculty following the second semester of their appointment, which may include visits to classes, as needed. After the second semester of the adjunct faculty member's appointment, evaluations are conducted at least once every three years.

The results are summarized, communicated to the faculty member, and submitted to the appropriate administrative office.

2.10.2.2 Ongoing Evaluation of All Faculty

The evaluation of both full-time and adjunct faculty at UHC is a progressive process which has as its goals the recognition of successful teaching strategies and, when appropriate, the intervention and recommendation for improvements by supervisory staff of a faculty member.

Whenever a supervisor becomes aware of a weakness in the performance of a faculty member he or she supervises, the supervisor shall have the responsibility to make recommendations for improvement to the faculty member in a timely fashion. Under no circumstances should the supervisor's intervention take place more than 14 days after the date he or she becomes aware of the issue.

The intervention and recommendations for improvement should be progressive in nature and time limited. In most cases the following three-step assessment process should be implemented:

1. A discussion between the supervisor and faculty member takes place, with the supervisor making a verbal recommendation to the faculty member of the supervisor's expectations for improvement. It is recommended that written acknowledgment of the conversation be preserved.
2. Should the faculty member who has previously been given a verbal direction fail to follow the earlier recommendations, a second and more formal meeting between the supervisor and faculty member shall be scheduled. At the meeting the supervisor shall put his or her concerns and recommendations in writing, and the faculty member shall sign the document acknowledging understanding of the actions being required and that failure to comply could result in a negative formal evaluation and/or some other disciplinary action, up to and including the non-renewal of the faculty member's contract.
3. Failure by the faculty member to meet the recommendations set forth in earlier meetings with his or her supervisor should result in the supervisor's making note

of the failure when the supervisor completes the formal evaluation, as set forth in section 2.10.2.2 of this *Handbook*.

The goal of this section is to insure that the evaluation process is progressive in nature, thus eliminating the possibility of an unexpected negative formal evaluation of a faculty member. Faculty members should be well advised of the expectations to which they are being held and judged. Faculty members must be given warnings, as defined above, of their shortcomings, and they must be provided with specific recommendations for addressing their shortcomings. Before any sanctions are imposed, the faculty members shall understand that their failure to meet the recommendations for improvement could result a negative formal evaluation and/or other disciplinary actions, including termination. In matters of cause, UHC reserves the right to combine or skip steps of the evaluation process depending on the facts of each situation and the nature of the offense.

2.10.2.3 Complaint Process

Complaints about a faculty member's conduct or failure to fulfill responsibilities, made by either a student or another faculty member, will be directed according to the academic chain of command:

1. Course instructor;
2. Program coordinator or director (if one is designated)
3. Department chair
4. College dean
5. Provost
6. President

All faculty, administrators, staff, and students should be cognizant of the chain of command and follow it in making any complaints. This process is separate and distinct from the grievance process outlined in section 2.20 of this *Handbook*.

2.10.3 Standards

Excellence in teaching is characterized by sound scholarly judgment regarding what is appropriate for inclusion in a particular course of study. Active service is expected of faculty in meeting the needs not only of the University but also of the civic community. Active scholarship is characterized by an involvement in publication, presentations, research, and other related activities in the faculty member's discipline.

2.10.4 Evidence for Teaching, Service, and Scholarship

Continued growth and development are evidenced by creativity in instruction, development of new courses, updating of textbooks and reading lists, implementation of innovative teaching methods, and the integration of technology.

Evidence of service includes, but is not limited to, membership and/or office holding in various community organizations, ad hoc committees, and professional organizations and participation in professional activities.

Scholarly papers delivered at professional meetings or published by recognized peer-reviewed and/or professional publications are evidence of active scholarship. In appropriate disciplines, scholarly effort may also include literary, artistic, creative works and/or performances. Successful grant applications are also considered scholarly activity.

2.10.5 Professional Development Plans

Faculty members are responsible for their own professional development. Professional Development Plans for the academic year should be prepared for approval, and a report of the completion of activities, along with supporting documentation, should be submitted to the appropriate academic administrator and the Provost by the end of the academic year. The academic administrator, chair, dean, and/or Provost reserves the right to require appropriate faculty development activities as part of the contractual agreement.

2.11 Promotion

Through the promotion of faculty, the academic credibility of an institution is enhanced. Although there is no requirement to apply for promotion, it is the responsibility of each faculty

member to initiate the process through the Promotion in Rank Committee. All information pertaining to the promotion of faculty is maintained by the Promotion in Rank Committee.

2.11.1 Policy

Members of the instructional faculty appointed on a full-time basis are assigned to one of four ranks: Promotion from the rank of Instructor will not be made until a faculty member has held the rank for at least three (3) years; promotion from the rank of Assistant Professor will not be made for at least four (4) years; and promotion from the rank of Associate Professor will not be made until a faculty member has held the rank for at least five (5) years. Norms for advancement fall into three major areas: teaching, service, and research and publication.

2.11.2 Procedures

Procedures governing the promotion of faculty are the responsibility of the Promotion in Rank Committee. Complete information is found in the current *Procedural Manual of the Promotion in Rank Committee*, which is available on the University's W network drive.

2.12 Faculty Rights and Responsibilities

The following are the rights and the responsibilities afforded to faculty. A thorough

understanding of these rights and responsibilities is expected of all faculty.

2.12.1 Academic Freedom

The faculty and administration of University of Holy Cross highly respect the long-standing tradition of academic freedom in college circles nationwide. The statements below on academic freedom adhere to the “1940 Statement of Principles on Academic Freedom and Tenure with 1970 Interpretive Comments” of the American Association of University Professors as stated in its *AAUP Policy Documents & Reports* (AAUP, 10th edition, 2006 <http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>), including the following definition of academic freedom:

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
3. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

The University of Holy Cross is a community of individuals engaged in the task of a liberal arts and professional education. This community institutionalizes itself in order to enter into the process of the self-directed search for knowledge, truth, goodness, and beauty. As a university in the Roman Catholic tradition, UHC promotes this heritage while remaining committed to truth and academic freedom. The tradition is not wedded to, nor does it embrace, a particular philosophy but is grounded in the Gospel message. To the extent of his or her ability, everyone, especially every teacher and every student, has not only the right but also the obligation to participate in the free and unhampered communication of truth. All members of the academic community must be free to adapt their methods to the conditions under which they work, to their own personalities, and to the nature of the subject matter with which they are dealing.

Even though this community institutionalizes itself, no member who accepts a position on

the faculty or staff, nor any student who enters the University, relinquishes any of his or her rights of free inquiry and expression, freedom of association, participation in institutional decision-making, and the procedures of due process. This academic community upholds and affirms the basic Constitutional freedoms of religion, speech, press, peaceful assembly, and petition for redress of grievances. All of these are the rights and privileges for all to enjoy as the citizens of a free and democratic society. All members of the academic community are free to examine and discuss all questions of interest, newly discovered facts and laws, new developments or new applications of old knowledge, and new theories that may be advanced in explanation of known data. All are, likewise, free to communicate their own opinions, however controversial, provided they label them as opinions and not as facts or certain truths. It must be clear, however, that in any and every public expression or demonstration, one speaks only for himself or herself and not for the University. Any form of protest, dissent, or disruption that interferes with the rights and freedoms of others may be considered a serious breach of these responsibilities and obligations. However, under no circumstances should institutional control be used as a means of censorship. Members of the academic community are to be honored and respected for their personal integrity and commitment, as well as for their scholarly achievement and dedicated teaching.

In light of the Roman Catholic tradition and heritage, all are expected to understand, even though there is no imposition of any personal religious requirements, that Christian morality is accepted as the rule of life, that Christian Revelation is accepted as a source of knowledge as valid as natural human experience or reason, and that Catholic Christian theology is recognized as a science in its own right. The Roman Catholic tradition envisions that scientific experimentation and discovery, philosophical demonstration, human experience and insight, and divinely guaranteed Revelation work together to enable and to equip men and women with a knowledge and understanding of themselves and the world.

A living out of the Christian message requires not only protection and safeguards for the exercise of one's rights and privileges but also special obligations and ethical responsibilities. In the academic community, the primary responsibility is to seek and to state unhampered the truth as one sees and understands it, thereby accepting the obligation of exercising critical self-discipline and judgment in using, extending, and transmitting knowledge. Every effort must be made to foster honest academic conduct and to ensure the respect of free inquiry of associates. Faculty members must strive to be objective in the judgment of their colleagues. It is the duty of the faculty to protect the academic freedom and the rights of students, to avoid exploitation of them, and to acknowledge significant assistance from them.

In the exchange of criticism and ideas, everyone must maintain due respect for the opinions of others. Faculty members accept their share in the responsibilities for the governance of the institution by actively participating in determining policies and procedures. Each faculty member observes the stated policies and procedures of the institution, provided they do not contravene academic freedom. Each maintains his or her right to criticize them constructively and to seek revision of them.

It is the role of each individual, more specifically the President and the administrators, to

protect and safeguard the exercise of academic rights and freedom. It is important and necessary that the academic community preserve and defend these rights and freedoms by its own actions. It is also imperative that the academic community, under the leadership of the President, create an atmosphere of Christian living, promote an understanding of and adherence to the principles essential to academic freedom, and establish channels of communication that enable shared responsibility and cooperative action among the members of the academic institution.

With respect to violation of academic freedom, a special committee will be appointed by the Provost to conduct an informal investigation of the matter and to attempt an informal reconciliation between parties. Failing informal reconciliation of the case, it will be referred to the Faculty Grievance Committee.

2.12.2 Professional Ethics

Faculty members are expected to support the institutional goals of University of Holy Cross. Ways of supporting these goals vary according to each one's religious beliefs and conscience. When speaking or writing as private citizens, faculty members are free from institutional

censorship. However, each faculty member should remember that the public may judge the University and his or her profession by these statements.

2.12.3 Institutional Policies and Expectations

The professional responsibilities of faculty members fall into three categories: teaching, community service, and research. Faculty members are expected to carry the established workload for teaching, serve on various committees, advise students, be present at commencement exercises, and other activities, as determined by the President of the University. Faculty members are responsible for understanding and conforming to all institutional policies.

2.13 Faculty Professional Development Policy

It is the policy of University of Holy Cross to offer professional development and training opportunities to faculty. These opportunities should assist in the professional development of the individual and enhance the skill set of the faculty member for the benefit of the UHC community. The Faculty Development Committee, comprised of the department chairs or their appointees, provides faculty with opportunities for and knowledge of events related to professional development. Funding of professional development activities is granted to all full-time faculty members through their departments.

2.13.1 Sabbatical Leave

A sabbatical leave, an integral part of any development program, is among the most important means by which a faculty member's teaching effectiveness may be enhanced, his or her scholarly usefulness enlarged, and an institution's academic programs strengthened and broadened. The major purpose of a sabbatical leave is to provide the opportunity for continued

professional growth and intellectual achievement through study, experience, and research. Sabbatical leaves may also be provided in appropriate circumstances for projects of direct benefit to the institution and for public or private service outside the institution.

A sabbatical leave is ordinarily one academic year in length, excluding summer. After each six years of continuous, full-time employment at the University of Holy Cross, a faculty member is eligible to apply for a sabbatical leave. At least twelve (12) months prior to the sabbatical requested, the candidate submits to the chair of the department in writing the purpose of the requested sabbatical and the foreseen productive results. The chair recommends to the Provost those to whom the sabbatical should be granted. The Provost determines the recipients of these sabbatical leaves and makes recommendations to the President. The President makes the final decision about the request for a sabbatical leave.

During a year-long sabbatical, the faculty member is paid a salary equivalent to half his or her regular salary for that year, in accordance with University payroll procedures in effect at that time. However, if a faculty member chooses to take one semester leave he or she will receive three-quarters of his or her salary. A faculty member must sign an agreement stating that he or she will return for at least two years of full-time service following the sabbatical or refund to the University the salary he or she received during the sabbatical year. Should the returning faculty member leave after one year of full-time service, he or she shall refund to the University half of the salary received during the sabbatical year. The faculty member must submit a sabbatical report within one semester of returning to the University. The details of the sabbatical are to be in writing and agreed upon by the President and the faculty member prior to the commencement of the sabbatical.

2.14 Workload

The University of Holy Cross believes it must determine early in each academic session the workload for each faculty member. The purpose of this determination is to enhance the quality of work that a faculty member is employed to perform for the institution. It takes into account a realistic amount of time needed to perform assigned tasks. All full-time faculty members are assigned and are expected to perform a full workload (100%).

2.14.1 Academic

Teaching Load

The usual teaching load of full-time faculty for each semester is twelve (12) undergraduate semester hours and nine (9) graduate semester hours or their equivalent. Variations will occur between divisions and among faculty members within a department. The teaching load for each full-time faculty member is approved by the Provost in consultation with the dean of the division and the chair of each department no later than the end of the first week of the semester. The Provost, after consultation with the President, reserves discretionary rights in permitting a reduced load or an overload. Divisional deans, department chairs, and program coordinators receive a stipend set by the University.

Committees

Both standing and *ad hoc* faculty committees exist as policy-proposing and as advisory bodies in the University and divisional organization. Active participation in and regular attendance at committee activities are considered important elements of faculty responsibility to the University. Members of a given committee serve on that committee until new members are elected or appointed. Details of the University of Holy Cross committee structure may be found in the *Committee Handbook* on the University's W network drive.

Research

Faculty members are encouraged to initiate individual and group research projects in their area of specialization. The objectives of such research should be to improve their effectiveness as teachers and to generate new knowledge. Research undertaken by the faculty must be in accordance with the goals and aims of the University. Research for which a faculty member receives workload consideration must be approved by the Provost in collaboration with the divisional dean. The amount of time assigned for the research is determined by the Provost, the divisional dean, the department chair, the program coordinator (if applicable), and the faculty member.

Human Subjects Policy

All research projects involving human subjects, both sponsored and non-sponsored projects, must be reviewed and approved by the Institutional Review Board (IRB) before the research project is initiated. This is to protect any individual who may be at risk as a consequence of participation as a subject in research. "At risk" is defined as the exposure of an individual to the possibility of harm (physical, psychological, sociological, or other) as a consequence of participation in activities which go beyond the application of those established and accepted methods necessary to meet the needs of the subjects. Normal student-professor, patient-physician, nurse-patient, professional-client, and employee-employer relationships are excluded from this definition. Principal investigators of proposed research projects must thoroughly inform all human subjects involved in the project before obtaining their consent. They should be aware of and must include the appropriate "Informed Consent Statements" signed by the participants in their studies.

2.14.2 Student Advising

Student advising is the vehicle through which students are assisted in meeting their goals and developing their potential. Faculty selected to serve as advisors are expected to be cognizant of and adhere to all advising guidelines published in the *Student Advising Handbook* located on the University's W network drive. Proper advising requires on-going contacts with the student to discuss educational and personal goals, explore career opportunities, review individual academic plans and requirements, evaluate progress, and ensure that candidates for graduation have completed all requirements. Advisors are responsible for being available during pre-registration and regular registration periods.

2.14.3 Office Hours

It is important to the Mission of the University that faculty members be available to students.

Full-time faculty members are expected to keep a minimum of six (6) office hours per week on at least two (2) different days of the week (i.e., not 6 hours on one day) during the Fall and Spring semesters. Office hours should be posted on each faculty member's office door. Exceptions to the office hours rule are made when teaching schedules and/or circumstances are extenuating. Such exceptions must be approved by the Provost.

Adjunct faculty members are expected to be available to students prior to and immediately after class sessions. It is suggested that adjunct faculty make other meeting times available to students if possible.

2.15 Academic Regalia

All full-time faculty members are expected to participate in the graduation ceremony and are required to wear academics. Shoes and other articles of visible apparel must harmonize with the academic costume and otherwise be consistent with the occasion. It is traditional that the cap be worn with the mortar board parallel to the floor.

Exceptions to the requirement of academics are as follows:

1. Members of the governing body of the University, and they only, whatever their degrees may be, are entitled to wear doctoral attire, but their hoods may be only those of the degrees actually held or those especially prescribed for them by the University.
2. Individuals who hold degrees from foreign universities may wear the entire appropriate academic costume, including cap, gown, and hood.
3. Members of religious orders and similar societies may wear their customary habits. The same principle applies to persons wearing military uniforms or clad in special attire by a civil office.

2.16 Patent Policy

Inventions resulting from work carried on by or under the direction of University personnel, supported in whole or in part by funds under control of the University, or involving University facilities should be used and controlled to produce the greatest benefit to the University and the public. The University reserves the right to acquire and retain legal title to any such inventions. An employee responsible for such invention, upon the request of the Board of Trustees of the University, is to assign all rights, title, and interest to the University. The Board of Trustees may apply for a patent in its own name, or the evaluation of the invention and application for patents may be made by contractual arrangement or assignment as approved by the Board. If the Board declines to pursue a patent application, it may release its rights to the inventor. The Board of Trustees respects and recognizes the right of sponsors of research and development to the title of such invention as may arise from projects sponsored by them in conformance with this policy,

explicitly stated contractual agreements covering such sponsorship, or applicable law.

2.17 Copyright Policy

Faculty, staff, and students are to adhere to the federal copyright law, as stated in Title 17 of the U. S. Code, regarding photocopying of material. This law is readily available at <http://www.copyright.gov/title17/>.

Faculty members retain the right to all royalties resulting from the publication of their scholarly work.

2.18 Internet Usage Policy (Terms and Conditions for Use of the Internet)

Internet access is available to students, faculty, staff, and administrators at University of Holy Cross. The goal in providing this service is to promote educational excellence by facilitating resource sharing, innovation, and communication. Terms and conditions of Internet usage are available in the current University Information Technology Policy, which is available on the W network drive.

2.19 Use of Computers and Networks

The University of Holy Cross provides the use of technological resources to meet the needs of the administrative, academic, and support services of the University. All users are expected to employ these resources with the highest regard for University of Holy Cross, other users, and themselves. Technological resources is the term used to refer to every aspect of electronic transfer and data manipulation, including but not limited to data, voice, fax, and video communications. Any misuse is subject to disciplinary action.

All users are to be aware that the University of Holy Cross takes no responsibility for lost or damaged data as a result of the use of the resources of the institution. The University takes no responsibility for the compatibility of its resources, whether hardware or software, with the resources of users. All data and information residing within the confines of the technological infrastructure of the University are subject to search and deletion, but only with the faculty member's timely prior notification.

2.20 Grievance

Conciliation

The academic community affirms the preference for resolving disputes and grievances through a process of conciliation of the parties involved, rather than through a process of assertion of legal rights. Most controversies, issues, or grievances can and should be settled through conciliation.

1. When a grievance occurs, the parties concerned should seek a solution among themselves by direct dialogue and discussion, without bringing in other parties.

2. If the parties concerned cannot reach an agreement, the immediate supervisor is informed by the parties claiming the grievance. The supervisor seeks, with the parties involved, an amicable solution to the grievance.
3. If no solution has been reached, either party concerned may bring the matter to the Faculty Grievance Committee. A solution is then sought through discussion with the parties claiming the grievance and in the presence of the immediate supervisor.

Due Process

Conciliation is not always possible to the mutual satisfaction of the parties involved and, in such cases, the academic community must establish procedures ensuring the rights of all, whereby grievances, issues, or disputes not resolved by conciliation are resolved by certain processes.

1. Faculty Grievance Committee

a. Committee

If faculty members believe they have cause for grievance in any matter other than termination of appointment or contract, they may petition the Faculty Grievance Committee in writing. The petition is to state in detail the nature of the grievance and against whom the grievance is directed. It is also to contain any factual or other related data that are considered pertinent to the case. The committee must investigate in detail every case brought to it as well as ascertain whether or not regular channels (conciliation procedures) have been exhausted. Only if and when all regular channels have been followed and no settlement of the issue has been forthcoming will the committee seek to bring about a settlement of the issue to the satisfaction of the parties involved.

b. Authority

The Faculty Grievance Committee receives its authority from the academic community as duly elected and appointed members. It has the authority to

- 1) establish its own internal operating procedures;
- 2) dismiss a case;
- 3) recommend the imposition of sanctions and/or recommend an appropriate course of action;
- 4) recommend suspension or dismissal.

c. Jurisdiction

The Faculty Grievance Committee has jurisdiction in all cases concerning

grievances other than contract non-renewal or termination. All sanctions and/or recommendations of the Faculty Grievance Committee are sent to the President for review. The President informs the parties of his or her decision, which is final. In the event that the President is a party to the grievance, the recommendations of the Faculty Grievance Committee are sent to the Chairperson of the Board of Trustees, whose decision is final.

All grievances are considered privileged, confidential information, which should be treated with the utmost discretion. For that reason, all information gathered by the Faculty Grievance Committee, including its discussions and deliberations of that information, will be held in the strictest confidence. Only the written recommendation of the Committee, including the rationale for the recommendation, will be shared with the parties involved in the grievance.

d. Time period for filing a grievance

In the event that the Faculty Grievance Committee recommends a suspension or dismissal, a faculty member must file a notice of appeal with the Provost within fifteen (15) calendar days.

e. Membership

The membership of the Faculty Grievance Committee consists of five elected full-time faculty members. All full-time faculty members of the University are eligible to vote in the election of five (5) members. No administrative officer may serve on the Faculty Grievance Committee. The department chairs are not considered administrative officers for this rule.

f. Vacancy

Vacancies in the membership are filled by election. Should a member of the Faculty Grievance Committee recuse himself or herself from serving on the committee reviewing a particular grievance, the Provost shall appoint a substitute member to hear the grievance in question, after which the previous member resumes his or her role on the committee.

g. Term of Office

The term of office consists of three (3) academic years. Terms of members are staggered so that no more than two members are elected in any single academic year. To accomplish staggered terms, upon adoption of this document, sitting members shall by lot determine whether their term shall expire at the end of the current academic year, the end of the second academic year, or the end of the third academic year.

2. Faculty Judicial Board

- a. Board
If a suspended or dismissed faculty member files notice of appeal, the case shall be referred by the Provost to the Faculty Judicial Board.

- b. Authority
The Faculty Judicial Board receives its authority from the academic community as duly elected members and establishes its own operating procedures. All findings, decisions, and recommendations of the Board are final and are submitted in writing to the President and the parties involved. The President informs all parties of his decision within fifteen (15) days of receiving a recommendation from the Faculty Judicial Board.

- c. Jurisdiction
The Faculty Judicial Board has jurisdiction in all cases involving suspension and/or dismissal of a faculty member, as well as all cases in which the Faculty Grievance Committee has recommended suspension or dismissal. All appeals to the Faculty Judicial Board are considered privileged and confidential and are treated with the utmost discretion. For that reason, all discussions and deliberations of the Faculty Judicial Board will be held in the strictest confidence. All decisions and recommendations must be made by majority vote.

- d. Membership
Five (5) members elected by the full-time faculty. No member of the Faculty Grievance Committee may serve on the Faculty Judicial Board.

- e. Vacancy
If there is a vacancy, or if a member of the committee is unavailable to attend the hearing, the academic community holds an election to fill the position. Should a member of the Faculty Judicial Board recuse himself or herself from serving on the Board reviewing a particular grievance, the academic community holds an election to fill the position.

- f. Term of Office
The term of office consists of three (3) academic years. Terms of members are staggered so that no more than two members are elected in any single academic year. To accomplish staggered terms, upon adoption of this document, sitting members shall by lot determine whether their term shall expire at the end of the current academic year, the end of the second academic year, or the end of the third academic year.

g. Time for Appeal

A faculty member who wishes to appeal a dismissal or suspension must file a written notice of appeal with the Provost within fifteen (15) calendar days. The dismissal or suspension becomes final if the notice of appeal is not filed in a timely manner. The Provost is charged with the responsibility of convening the Faculty Judicial Board for the purpose of scheduling a date of hearing. The hearing date must be set no sooner than ten (10) calendar days and no later than thirty (30) calendar days after the notice of appeal. If an appeal is made during the summer session when a member or members of the Faculty Judicial Board are not available, the appellant has the right to ask for a substitute member(s), appointed by the Provost and agreed to by the appellant.

h. Suspension During Appeal

Pending a decision by the Faculty Judicial Board, the faculty member is suspended without salary. Should the Faculty Judicial Board overrule the decision for suspension or dismissal, the faculty member may be reinstated, with salary, effective on the original date of dismissal or suspension with permission of the Provost or President.

3.0 ACADEMIC POLICIES AND SERVICES OF INTEREST TO THE FACULTY

3.1 Library

The Blaine S. Kern Library is staffed by professional librarians who hold faculty status. The purpose of the library is to support the University of Holy Cross in its Mission of excellence in teaching, public service, and research by providing the best academic resources and quality instruction in their use.

To accomplish the Mission of the Library, the professional staff has adopted the following goals:

1. To procure, organize, and service those resources used to support and enrich the curricula;
2. To provide the physical facilities and equipment that make possible the most effective use of these resources;
3. To assist in the development of life-long learning skills by promoting information literacy;
4. To instruct students in the effective and efficient use of the library resources, including the automated systems;
5. To assist and cooperate with faculty members in their instructional and research programs;
6. To enhance library resources by networking with other libraries in and beyond the local community.

3.2 Classes

Classes are expected to be held as scheduled. The faculty do not have the authority to change the time or the place of meeting or to dismiss a class without a compelling reason. If classes must be canceled, notification must be given to the appropriate department chair or program coordinator.

Classes should be conducted in assigned locations. Class location changes should be made only through the Dean or the Registrar. If there is a change, notice should be given to the students, and notice placed on the door of the new location.

3.3 Registrar

The Office of the Registrar serves as a document center for all academic records of students. The federal right to privacy is maintained. The Registrar posts all academic records for all students and retrieves from these records data for transcripts, teacher certification, staff research on students, student progress, and, in consultation with the chairs, the checking of graduation requirements. The Registrar is coordinator of the registration and graduation process. Change of courses, which include dropping and adding, are included in the Registrar's jurisdiction. Records are not to be removed from the Registrar's office.

3.4 Program Evaluation

Each program is evaluated once every five years according to the criteria developed by the Academic Council. The cycle and procedures for program reviews are published by the Provost.

3.5 Computer Center

Academic Skills Center

The Academic Skills Center offers a variety of computer programs for students seeking to complete class assignments and reports. The center is open to all students currently enrolled at University of Holy Cross. It provides access to publishing tools and educational software, as well as Internet resources. Hours of operation are posted on the University website. The Information Technology staff maintains the center.

4.0 EMPLOYMENT AND EXTERNAL RELATIONS POLICIES WHICH AFFECT FACULTY

4.1 Communication Channels

Each division has an organizational chart. Formal communications should follow lines of authority of the chart. Faculty members are encouraged to follow lines of authority for communicating.

4.2 Academic Grants Policies

Academic grant activities compatible with institutional Mission are encouraged. All grants within the University must have the prior approval of the Provost. Adherence to the guidelines and timelines found in the Management Instruction entitled *Preparation of and Approval Process for Grant Proposals*, revised August 10, 1995, is required.

4.3 Intellectual Property

Intellectual property created, made, or originated by a faculty member, excluding inventions (see section 2.15 of this *Handbook*), shall be the sole and exclusive property of the faculty or author, except as he or she may voluntarily choose to transfer such property, in full, or in part.

The University shall own copyright only in the following three (3) circumstances:

1. The University expressly directs a faculty member to create a specified work, or the work is created as a specific requirement of employment or as an assigned institutional duty that may, for example, be included in a written job description or an employment agreement.
2. The faculty author has voluntarily transferred the copyright, in whole or in part, to the institution. Such transfer shall be in the form of a written document signed by the faculty author.
3. The University has contributed to a “joint work” under the Copyright Act. The institution can exercise joint ownership under this clause when it has contributed specialized services and facilities to the production of the work that exceed what is traditionally provided to faculty members generally in the preparation of their course materials. Such arrangement is to be agreed to in writing, in advance, and in full conformance with other provisions of this policy.

4.5 Use of Institutional Letterhead

The institutional letterhead must be used on all University-related correspondence. The use of the University letterhead for non-University business is not allowed.

