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ABSTRACT

The faculty handbook for 1973 for Saint Joseph's College demonstrates the college's association with the Society of Jesus and the Catholic Church. It contains statements on faculty responsibilities; professional conduct of the teacher; the department chairman; academic freedom; promotion and tenure procedures; faculty workload, contracts, and benefits; faculty research programs; leave and retirement policies; students rights and responsibilities; and the organization of the administration. (JMF)

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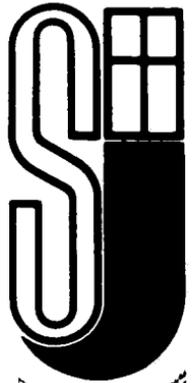
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SAINT JOSEPH'S COLLEGE
FACULTY HANDBOOK
REVISED EDITION

JULY 1973

**U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION**

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SAINT JOSEPH'S COLLEGE
Philadelphia, Pennsylvania

— **FACULTY HANDBOOK** —

Revised Edition

July 1973

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INTRODUCTION

Saint Joseph's College in Philadelphia, founded by the Society of Jesus in 1851, is a Catholic liberal arts college in the Jesuit educational style. It strives to be identifiably and perceptibly Christian in the ecumenical sense defined by the Second Vatican Council. We seek, in the motif of that Council, to create an atmosphere enlivened by the gospel spirit of freedom and charity; to relate human culture to faith which can illumine the knowledge that the student gradually gains of life, mankind and the world; to further the dialogue between the People of God and the total family of man. We do not boast that we are now doing all these things; indeed, we shall always fall short of these ideals. But we are unable to fix a nobler set of goals for the guidance of our efforts. However trite it may sound, however difficult it may be, we would like to build here an academic community of truth and love upon a commitment to the revelation and spirit of Christ.

The Catholic institution of higher education serves the Church, the world, the national society, the profession and the local community. It serves them by helping to form Christians, human beings, citizens, and men and women of competence. Yet the Catholic college remains authentic to itself, vested as it is with an appropriate autonomy. It serves best not when it is directed by institutions from without, but when it is dedicated from within to the full human and Christian development of its members. The Catholic academic community, therefore, requires an atmosphere of perfect, responsible freedom, without which it cannot promote a wise inquiry in respect to all that is important to man.

We proceed on the assumption that human freedom and commitment to religious values are complementary, not antithetical. For us, liberal education cannot be separated from Christian wisdom. We seek a creative synthesis of the Christian outlook on life with the exigencies of contemporary man. We are concerned with a fusion of conscience and competence. We would like our competence to be noteworthy not only in the so-called secular fields but also and especially in the areas of belief and ethical action. We foster critical reflection on the meaning of life and of man's relation to God as well as to the social and physical universes. If this is not what we are about, then we may as well not bother. The commitment to reason, intellectual detachment and scholarly method — qualities long prized by professional academicians in the West — will always be a necessary condition of a community of learners. But these are no longer the sufficient condition of such a community. Alone they cannot constitute the ultimate purpose of a university or a college. To disembodied knowledge must be joined the ideal of embodied virtue — a deep Christian compassion and concern for the human situation.

Teachers in the Jesuit tradition, clerical and lay, are often identified with

a distinctive approach to liberal education. This approach is easier to recognize than to define. It seems to have something to do with a world-affirming spirituality — a conviction that nothing truly human is alien to the Christian and that the things of creation can be redeemed. The Jesuit philosophy of education stresses the growth of a strong, free personality; careful planning for the orderly structuring of knowledge; the concept of education as a lifelong process not merely of external information but of internal formation; the goal of integrating knowledge within each person with the aid of all the academic disciplines and co-curricular programs; the development of people who want to serve man; the cultivation of a sensitive, discerning, moral judgment; and an ability to think with clarity, deal with problems efficiently, and communicate in a manner technically effective, aesthetically tasteful and intellectually expert. Perhaps these are the goals of all educators worthy of the name. The Jesuit tradition lays no monopoly claim. But these are the things we would like to accomplish in the fullest possible measure.

Liberal education we take to be that which best prepares the free person for a full and fruitful life in a free society. It seeks to liberate latent human potentialities so that the quality of human experience can be intensified. The purpose of liberal education is to help the growing person become more consciously human. Every individual has a wide variety of capabilities for experience — emotional, aesthetic, intellectual, social and spiritual. Education which is confined to any single dimension leads to deprivation and impoverishment of the person. Human development can be achieved most effectively when reality is approached through several different avenues, summoning the various powers of man. No matter how vulnerable to criticism liberal education might always be, it represents a more defensible ideal of education than any narrower alternative.

More than ever, society today needs a process of learning for a world in which profound continuities and radical changes are in dynamic confrontation in every sector of life. We are convinced that liberal education still constitutes the optimum path toward full, rich human development — both personalization and socialization in a world of continuity amidst unceasing change. Liberal education looks more toward enriching the life experience than to training in any particular skill. It flourishes best in a learning environment in which the student can work from immediate experience toward human insights of more enduring universal validity. It cannot be restricted to mere theory, to the handing down of acquired knowledge or a body of doctrines. It is more than the education of the book. Its lessons should be drawn from life and be directed back to life. To this degree it is eminently practical in a sense which may not have been envisioned by Newman or by those who held the nineteenth century leisured gentlemen's idea of liberal education as excluding the "useful." Yet while practical — that is, directed

towards *praxis* — it is not practical in the sense of mere utilitarian or commercial efficiency. Rather it is practical precisely in that it aims at the service of man as man, and aids him in solving his problems humanly.

Liberal education cannot be defined by reference to a rigid curriculum. It is not restricted to philosophy or literature, ancient or modern, nor to history. It encompasses all these and more — the arts, linguistics, mathematics, the sciences, both natural and social, and world cultures. Since it poses the ultimate question about man and his destiny, it is truncated if it excludes theology.

We acknowledge no sharp dichotomy between "two cultures" — humanist and scientific — as if they were impenetrable to each other. Far from disparaging the natural sciences, we look upon them as an essential part of the liberal component, for they expand man's view of the universe and furnish keys to the discovery of new truths. We encourage our social scientists insofar as possible to serve as a bridge between the "hard" sciences and the humanities. We are becoming less argumentative as to whether one subject is more "liberalizing" than another. Now that the ordering of life and the ordering of matter have become so interdependent, a knowledge of both man and *physis* is indispensable. We do not doubt that any subject is potentially liberalizing insofar as it is related back to man and his exigencies. From modern communications and geophysics to the problems of population, war and the ghetto, liberal education must now be involved with the whole world of human needs.

Yet we approach these problems less from the point of view of technical tasks to be performed than from the point of view of integral understanding. That is why there can be no liberal education in the latter decades of the twentieth century if we allow the habits of reflection and personal synthesis to atrophy. Education is both an objective content and a subjective process. We cannot think merely of cognitive proficiencies. The world needs men and women of thought and compassion, of love and justice, of sacrifice, service and moral discernment. To educate such men and women for the future, Saint Joseph's College renews an age-old ideal of a community of learners marked by close interpersonal relationships at all levels, a community of mutual respect and of free discourse in ideas within a framework of commitment to Christian values.

STATEMENT OF FACULTY RESPONSIBILITIES †

Each faculty member must evaluate his activities in terms of his commitment to the academic profession. These activities should be conducive to his continuing total growth, to the development of his students, and to the intellectual effectiveness of The College.

Responsibilities to Professional Development

The faculty member must be committed to excellence in teaching. Insofar as this end requires constant up-dating in his field, he is expected to keep close association with the community of scholars through study, research, and active membership in professional organizations. He should attend academic meetings, present papers, and effect mutually beneficial relations between The College and the off-campus academic community. He should publish his research periodically.

Faculty members who have not yet attained the terminal degree in their field are generally expected to work continuously toward that end.

An atmosphere of critical inquiry is considered necessary for the health of The College. Accordingly the faculty member should respect and defend the right of free expression among his associates. In the exchange of criticism and ideas, he should show due respect for the opinions of others. He should strive to be objective in his professional judgment of his colleagues.

Responsibilities toward Students

As a teacher the faculty member should seek to effect the free pursuit of learning in his students. He should hold before them the best scholarly standards of his discipline. He should demonstrate respect for the student as a person and adhere to his proper role as intellectual guide and counselor.

The faculty member's relations with his class should follow the principles of orderly academic process. He is expected to plan his courses in accordance with the best available techniques of communication. He should seek fresh methods to stimulate the learning process. He should foster discussion and mutual exchange of ideas. He should demonstrate habitually his availability for consultation with his students outside of class hours. In evaluating student performance, the faculty members should aim at objectivity within prevailing standards of The College. (See *Academic Regulations* in the Catalog.)

† This Statement was approved by the College Council 5/8/69, and by the General Assembly 11/5/69. It was subsequently accepted by the President and the Board of Directors.

Responsibilities to the Administration

Reasonable cooperation with the administrative officers of The College requires that the faculty member keep close contact with the chairman of his department. He should participate in the departmental function by attending meetings of the department and by accepting responsibility to implement departmental plans.

In addition to departmental responsibilities, the faculty member has an obligation to serve the larger college community in its organizational structure. He should undertake committee work toward this end with dedication.

He should also abide by all appropriately promulgated regulations pertinent to his functions in The College. Attendance at the major events of The College program should be considered of importance to the faculty member, and he should give reasonable support to other College activities.

A special obligation is placed upon the faculty member to advise The College of his judgment through the proper channels in all matters that seriously affect the well-being of The College. This obligation should be discharged, of course, with due regard to the highest ethical standards of the teaching profession.

THE PROFESSIONAL CONDUCT OF THE TEACHER

As a liberal educational institution Saint Joseph's College sees no need to impose a large body of codified rules upon the members of its faculty. It does, however, have certain expectations concerning the conduct of the professional teacher.

The faculty member is a part of his chosen academic community. When he seeks an appointment here, he accepts in some way the aims and objectives of a Catholic, Jesuit liberal arts college. He will find here a great degree of freedom to inquire, to speak his mind, to go wherever the quest for truth may lead him. The College sets no religious test for members of the faculty. None of its policies should be construed in such a way as to violate the religious conscience of any person.

But within the broad area of morally free choice, members of the faculty are expected to strike a fair balance between their individual predilections and their obligations to an educational institution which intends to retain its identity in terms of a commitment to a specific set of values. The College cherishes academic freedom as absolutely essential to its own mission. The teacher need not subscribe to the propositions of formal Catholic theology. He is not asked to refrain from an honest intellectual critique of The College's goals and programs. But open espousal of positions which contravene the avowed educational objectives and values of The College may be deemed grounds for terminating the relationship between The College and the individual faculty member.

The mature teacher realizes that usually it is not possible to draw a sharp line between a person's professional activity and his private life. The Christian ethos recognizes no such distinction. Irresponsible conduct and modes of behavior which not only gravely offend the ethical conscience of The College Community but which also seriously impair the effectiveness of the person as a teacher will inevitably lead to adverse judgments and perhaps to dismissal for cause. In doubtful cases, the teacher is encouraged to consult a principal officer of administration concerning the possible interpretation and effects of his conduct or his decisions.

A college exists primarily for the benefit of its students. Faculty and administration exist to serve the welfare of students. Undoubtedly there will always be differences of opinion -- perhaps serious ones -- over what kinds of policies and programs are best for the student. But we should not lose sight of the fact that it is the student who is at the center of the learning process. His needs are more important than the professional perquisites of those elements of The College Community that serve him.

It is not easy to be a good teacher in the contemporary environment.

There are many secular and professional pressures working to monopolize the teacher's time, effort and psychological orientation in ways which divert him from close personal contact with students. "The unexamined life is not worth living," said Socrates. Teachers especially must constantly re-examine themselves in terms of the time-honored ideals of their profession. Over the years, one can become distant and unsympathetic, cynical about life and arrogant toward others, or incompetent in his own field and thus boring to his students, without scarcely noticing it or admitting it to himself. An intelligent faculty, knowing that this can always happen, will not let it happen. A vibrant faculty communicates and helps all its members to grow as members of a community of learners. Thus the truly excellent faculty works at making its members more human. It has no need to rely upon the mere threat of dismissal to improve the quality of teaching.

The good teacher regards the classroom not as a stage for his own performance but as the site of a mutual encounter of learning. He wants his students to be more than docile listeners and notetakers. He constantly looks for ways of drawing the student toward an initiative, creative role as participant in the extension of human awareness. He points to truth and value, and hopes to arouse a wonder about them, but he does not impose them. He encourages candid discourse and that honest clash of thought and conviction from which teacher and student alike stand to learn. He instills a respect for worthwhile books, urging his students to read extensively and to judge critically. He experiments. He makes himself available. In every possible way, he serves.

The full-time teacher, as a general rule, is expected to be on campus engaging in the operations of The College during the substantially greater part of every regular class day. In any good school, good teachers will have good reasons to be absent from time to time. Intelligent men always make proper allowance for these things. But in any school, the difference between justifiable and unjustifiable absence from campus on the part of a teacher is seldom long in being perceived by one's colleagues. The "hit and run" teacher who persistently comes on the campus only for a few hours each day as required by his class schedule, who is hardly ever available for consultation with his students, who performs practically no institutional service, and who is scarcely well known for the kind of scholarly productivity which might possibly compensate for absences, will not be considered as a professional teacher whom Saint Joseph's College wishes to retain on its Faculty, or promote to higher rank if already tenured.

Classes

Faculty members are expected to meet their classes punctually and to con-

duct them for the entire scheduled period. If for good reason a class must be cancelled, both the Dean's Office and the students should be notified. Excessive, unwarranted or unreported absences may lead to financial penalties, after fair warning has been given.

Prayer

It is customary at The College to begin each class with a prayer led either by a teacher or by a student.

Learning Conditions

The teacher is responsible for maintaining within the classroom those conditions of dignity and order which are essential to the learning process, and to free, creative intellectual discourse. There should be a certain amount of latitude here. But The College will support the individual teacher's estimate of what the situation requires.

The Library

The faculty should encourage, motivate and guide students in the habitual and efficient use of the Library. The teacher can do this by furnishing a well-prepared course outline and a select bibliography, as well as by making specific research assignments. The Librarian's staff are ready to offer assistance to groups and to individuals, and to visit classes upon invitation for the purpose of discussing Library holdings, techniques and services.

Examinations and Grades

Written semester examinations must be administered for all courses. This is a College-wide requirement. Faculty members should not presume to waive the semester examination without the approval of the Department Chairman and the Dean. The final examination is to be administered during the official examination period, not earlier. With the approval of his Department Chairman, the teacher may exempt from the final examination any student who merits a grade of "A" for the course.

Each teacher is responsible for informing the Registrar on the grade sheets provided of all semester grades within two days after the semester examination has been completed. The mailing of individual reports the process of mid term academic advising and rostering, and preparations for Commencement all depend upon the prompt cooperation of teachers in submitting their grades.

Academic Advising

Individual departments should assume the responsibility for the academic advising of students whose major field of concentration is within the disciplinary area of a given department.

Members of Departments in which there is no major field of concentration should play an active role in the academic advising of freshmen and sophomores.

Each faculty member should make certain that the students in his own courses receive adequate guidance in respect to everything that he requires of them. He must also be well-informed as to the requirements of the major field. Finally, when he advises students concerning their general selection of courses, especially electives, he should take into account both the particular interests of the student and the liberal educational objectives of The College.

The faculty member should be thoroughly acquainted with those areas of counseling, student life and other services of The College to which he may refer the students. It is expected that the faculty member will develop lines of regular communication with and invoke various forms of available assistance from the Dean of Students, the Counseling Center, the Health Professions and Legal Professions Advisory Boards, the Advisory Board on Study Abroad and Student Services Personnel.

Office Hours

Full-time faculty members are expected to be on campus during the substantially greater part of every regular class day. The individual's office hours should be posted clearly on a bulletin board in the departmental area and recorded with the Department Chairman.

Institutional Service

The faculty member's first line of administrative responsibility is to his Department Chairman. The teacher should maintain regular communication with the Chairman and perform the duties assigned. He should attend Department meetings and engage as appropriate in regular consultation with his colleagues on all matters affecting the quality of instruction within the Department. (Cf. the Statement on the Department Chairman in this *Handbook*.)

Outside the department, the faculty member serves on boards and committees or in the post of activity advisor to which he is appointed. He may be elected to the College Council, an honor which involves considerable commitment in time. He is expected to attend all College functions — such as

commencements and convocations — at which the Faculty is requested to be present corporately.

Textbooks

Each undergraduate course should have some textbook(s) to serve as basic guidelines. Ordering a text in sufficient time to be available for the course is the responsibility of the individual teacher. (Sixty days is the normal lead-time.) Textbook choices for multi-section basic courses in freshman and sophomore years should be coordinated through the Department Chairman. When possible, the same text should be used in all sections of a basic course.

Extra-Institutional Employment and Activities

The College recognizes that its faculty members are not mere employees; they are men of professional commitment. As such, they may wish to enter, on a limited basis, continuing relationships with government, professional agencies, and public or private organizations which will enable them both to improve their own professional competence as teachers and scholars and also to make a useful knowledge contribution to the larger social communities of which they are members. A full-time faculty member may enter into such outside relationships for financial remuneration provided that: a) the appropriate Department Chairman and Dean approve the association as fulfilling the twofold objective cited; b) there is no professional conflict of interest involved; c) the aggregate time entailed will not amount to more than the equivalent of one normal day per seven-day week over an academic term; d) the activity involved is not one with which The College as an educational institution would be embarrassed to have one of its teachers formally affiliated.

A full-time member of the Faculty holding regular academic rank may not accept a teaching or research position in another academic institution during the regular College academic year (i.e., from 15 August through 15 June) without specific prior approval of the President or the Executive Vice President. This restriction does not apply to teaching during the summer, nor to the delivery of occasional lectures at other institutions, but these activities should be made part of one's permanent professional record.

STATEMENT ON THE DEPARTMENT CHAIRMAN †

I. Qualifications for Department Chairman

- A. The Department Chairman should ordinarily have the following qualifications:
1. An earned doctorate or appropriate terminal degree in the field in which he is teaching or a closely allied field.
 2. A minimum of six years teaching experience at the college level.
 3. A minimum rank of assistant professor.
 4. Exceptional competence in his field.
 5. Leadership and administrative capabilities.
- B. Waiver of one or more of the above qualifications may be permitted where the candidate demonstrates strength in the other designated areas.

II. Selection of Department Chairman

- A. The final responsibility for the appointment of the Department Chairman rests with the President of The College. Such appointments are made after consultation with the Executive Vice President, Deans, and department members.
- B. In departments having six or more full-time members, recommendation to the President shall be made in the following manner:
1. a. A department committee composed of all tenured members shall nominate no more than two candidates for the office of Chairman. These candidates need not be current department members and may be nominated from outside The College.
 - b. The Executive Vice President after consulting with the Deans may also nominate candidates for consideration by the department.
- † This Statement was approved by the College Council 2/6/69 and by the General Assembly 3-12-69

2. All ranked members of the department, having taught at Saint Joseph's College for at least one year, shall be eligible to vote for the nominees. Full professors and associate professors shall have two votes each. Assistant professors with at least ten years of service at Saint Joseph's College shall have two votes each. All other ranked members shall have one vote each.
 3. The nominee receiving a majority of the total number of votes in the department shall be recommended to the President. In the event of a tie, both names shall be presented to the President.
 4. The Executive Vice President shall set the date, time and place of the meeting at which nominations are to be made and give adequate notice to the members of the department. He shall also preside at this meeting, shall establish procedures for the balloting, and report the results to the President.
 5. If the President finds the department's first recommendation unacceptable, he shall instruct the Executive Vice President to arrange a second ballot, according to the established procedures. If the department's second recommendation is unacceptable to the President, the Executive Vice President shall appoint a five-man search committee, all of whose members shall hold regular academic rank, to make recommendations to the President. No member of the search committee shall be drawn from the department concerned, but the committee shall consult with members of the department.
- C. In the case of departments having fewer than six ranked members there shall be consultation without formal balloting.
- D. 1. A Department Chairman holds office for a period of three years. The office is renewable (by the usual selection procedures) and may be held for an indefinite number of terms.
 2. Interim appointments may be made at the discretion of the President either for an unexpired term or for a shorter specified period. For these appointments there shall be consultation without formal balloting.
 3. The term "Acting Chairman" shall normally be reserved for appointments of less than one year's duration.

III. Duties and Functions of the Department Chairman

A. General

It shall be the responsibility of the Department Chairman to:

1. use his statutory and delegated powers to administer the personnel and material resources of the Department in a manner that is consistent with the purposes and objectives of The College.
2. formulate, in cooperation with the members of the Department, specific objectives for the Department, for each major subdivision thereof, and for each course of instruction.
3. delegate equitably to members of the Department such duties and powers as may be required to fulfill the functions of the Department.
4. hold Department meetings at least three times each semester:
 - a. prepare an agenda for each meeting.
 - b. notify members of agenda content sufficiently in advance to allow for due consideration.
 - c. allow for agenda recommendations by each Department member and such recommendations being made part of the minutes.
 - d. conduct all departmental meetings according to norms of modified parliamentary procedure.
5. maintain minutes of each Department meeting and forward copies to the Executive Vice President, Academic Deans, and to each Department member for his approval.
6. provide a mechanism for student consultation in appropriate departmental affairs.
7. prepare an annual report to the President, Executive Vice President, and the Academic Deans, reviewing the progress and current state of the Department.

B. Faculty Selection and Development

It shall be the responsibility of the Department Chairman to:

1. undertake the recruitment and selection of new personnel for the Department, in conjunction with the Executive Vice President, the appropriate Dean, and members of the Department:
 - a. make available academic dossiers of applicants to appropriate Department members.
 - b. invite appropriate members of the Department to interview applicants and to put into writing their evaluation which is to be forwarded by the Chairman to the Executive Vice President and the appropriate Dean.
2. orient new members of the Department.
3. encourage and support professional development of Department members through research, publication, and other professional activities.
4. record academic distinctions, degrees, publications, awards, etc. of Department members and notify appropriate Administration officials, particularly when rank or tenure are involved.
5. report annually to the Executive Vice President and the two Academic Deans on the performance of each Department member who has not acquired tenure or is eligible for promotion to a higher rank, and review the progress and current status of any Department member at his request or as circumstances require.

C. Curriculum and Instruction

It shall be the responsibility of the Department Chairman to:

1. maintain a continuing departmental curriculum study, taking into account developments in the academic and professional communities.
2. initiate, after formal consideration and approval in departmental

meetings, those changes deemed essential to the maintenance of a vital and timely curriculum.

3. advise the Academic Dean of course offerings and teaching assignments.
4. provide information to be incorporated in the annual College catalog.
5. develop departmental academic policy with the advice and approval of the Department.

D. Student Services

It shall be the responsibility of the Department Chairman to:

1. initiate and supervise a departmental system of academic counseling.
2. maintain contacts with Graduate Schools and cooperate with those responsible for aiding students in the process of placement after graduation; and maintain, as accurately as possible, lists of the graduates in their major (with the aid of the Alumni Relations Office).
3. recommend to the Dean of Students faculty advisors for student activities related to the Department.
4. maintain a list of graduates with respect to graduate or professional schools entered.

E. Administration of Resources

It shall be the responsibility of the Department Chairman to:

1. submit an annual operating budget prepared in consultation with the members of the Department and reviewed with the Dean.
2. provide access to the approved budget to members of the Department.
3. approve disbursement of Department funds.

4. plan annually with Department members long-range budgetary and personnel needs, making these plans known to appropriate Administrative officers through written communication.
5. assist in the development, improvement and use of the Department's Library holdings in cooperation with the members of the Department and with the Librarians.
6. determine the distribution and use of space, furnishings, and other facilities assigned to the Department.

STATUTE OF THE BOARD ON RANK AND TENURE†

The Board on Rank and Tenure shall consist of nine members, one ex officio, the Executive Vice President (who is Chairman); five elected by the faculty from the full-time members of the ranked faculty, and three appointed by the President. Presidential appointments shall be made subsequent to the election.

In the event that a person becomes Executive Vice President who has not previously been a member of the faculty or of the administration of the College for at least one full year, he may serve as Chairman of the Board but not be a voting member until he has met the residence requirement. Under such circumstances the Board will function with one less than the normal number of voting members.

Elected members must have tenure and hold the rank of Full Professor with at least two years of service at The College.

Any member of the faculty elected by the faculty who, during the period of his service on the Board, ceases to be a full-time member of the faculty by reason of an appointment to an administrative position, shall automatically become ineligible for service as an elected member on the Board from the day when he assumes his new duties. A special election will be held to fill the vacated position on the Board.

No one may serve on the Board who simultaneously serves on any other Board or group that can officially review the decisions of the Board.

The President shall make appointments from the full-time members of the ranked faculty, including administrators who hold academic rank.

Elected members shall serve three-year terms. Each year, the terms of two elected members shall expire, except that every third year only one elected member's term shall expire. Terms of appointed members shall be at the discretion of the President.

In order to ensure a regular rotation of personnel on the Board, elected members may not immediately succeed themselves. After a one-year interval, they again become eligible.

† This statute was adopted by the College Council on 9 November 1972 and approved by the President on 2 February 1973.

To be eligible to vote for the members of the Board, one must hold the rank of Instructor or higher, and have completed two years of full-time service at The College.

The Board on Rank and Tenure, in making its recommendations to the President, will be guided by the Statement on Academic Freedom and Academic Tenure and the Statement on Rank, and any other statements of policy pertaining to rank and tenure decisions which may be subsequently adopted and approved by The College.

STATEMENT ON RANK †

The officers of instruction of Saint Joseph's College are designated by the following academic ranks and grades:

- A. The regular academic ranks of Professor, Associate Professor, Assistant Professor, and Instructor; and
- B. The special grades of Professorial Lecturer, Lecturer, and Assistant Instructor.

Only the regular ranks carry eligibility for academic tenure and participation in the policy-advisory functions of the corporate faculty.

A. The Regular Academic Ranks

Regular academic rank is granted by contract, approved by the President and Board of Directors, on the recommendation of the Board on Rank and Tenure to full-time officers of instruction who meet the stated qualifications for the specific ranks, have service in teaching and research at the level of higher education as their professional career, and maintain a primary professional affiliation with Saint Joseph's College. Officers of instruction holding a regular academic rank may engage in teaching or compensated research at other institutions, or other continuing activity for which compensation is received, from 15 August to 15 June only with written permission from the President of The College or his duly authorized agent.

1. Degree and Educational Requirements for Rank:

The purpose of establishing degree and educational requirements is to insure a minimum standard of scholarship in candidates for appointment or advancement in rank. The degree (or other proof of formal education) offered as evidence of scholarship should, therefore, represent concentrated study and research in the candidate's major teaching field.

The term *Master's Degree* used hereafter is intended to represent the ordinary American master's degree, post-baccalaureate study identi-

† This Statement was approved by the College Council 1-25-67, and by the General Assembly, 2-10-67, and was subsequently accepted by the President and the Board of Directors.

fied by the university department where it has been carried on, as equal in quantity and quality to that associated with a master's degree or, where appropriate to the teaching field, a first professional degree.

Doctor's Degree is intended to represent the level of scholarship associated with the ordinary American Ph.D.; other doctorates offered as minimum evidence of scholarship will be measured against this benchmark to determine to what extent they match, fail to match, or surpass it.

The establishment of degree qualifications for rank is not intended to exclude automatically from the higher ranks officers of instruction who do not possess the *Doctor's Degree*. Since the purpose of the degree and educational requirements is to insure a specified level of scholarship in the major teaching field, the candidate for promotion or appointment may offer evidence of relevant scholarship, e.g., scholarly publications, books and articles.

It is recognized that in some fields, the *Doctor's Degree* is not the usual evidence of professional competence. In such fields, identified by the Board on Rank and Tenure, the appropriate *Master's Degree*, combined with the highest professional certificate and significant contributions to the literature of the field, may be offered as an equivalent.

While possession of an appropriate degree or attainment of a specified level of formal educational training does not of itself entitle a candidate to higher rank, it does automatically satisfy one requirement for promotion. The equivalences described above, where established, apply only to this degree or formal education requirement.

Any officer of instruction may request from the Board on Rank and Tenure an evaluation of his claim to a degree equivalent. In all such cases, the burden of proof shall be on the petitioner. Any such requests received before May 1 will be processed before December 15. Where appropriate, recommendations will be made on further steps which might be taken to establish an equivalence to a *Doctor's Degree*.

The ordinary degree or formal educational requirements for regular academic ranks are established as follows:

a) Instructor

A candidate for appointment to the rank of Instructor shall possess the appropriate Master's Degree. Possession of an appropriate Master's Degree is a minimum requirement for appointment to a regular academic rank at Saint Joseph's College.

b) Assistant Professor:

A candidate for appointment to the rank of Assistant Professor shall have successfully completed the course requirements for the appropriate Doctor's Degree, or an equivalent terminal degree.

c) Associate Professor:

A candidate for appointment to the rank of Associate Professor shall possess the appropriate Doctor's Degree.

d) Professor:

A candidate for appointment to the rank of Professor shall possess the appropriate Doctor's Degree.

2. Experience Requirements for Rank:

To insure that a candidate for initial appointment or promotion to one of the professorial ranks has had an opportunity to develop his teaching and research skills to the level suitable to the rank sought, the following ordinary standards are established:

- a) A candidate for initial appointment or promotion to the rank of Assistant Professor shall offer four years of teaching experience at the college level or its equivalent. Relevant experience as a secondary school teacher, a graduate assistant, or a part-time college teacher may be credited toward this required experience in a proportion no greater than two years of other teaching or other experience to one year of full-time college teaching, and the total credit claimed may not exceed three years.

On the recommendation of the appointing department, however, the Board on Rank and Tenure may waive the experience requirement for a candidate possessing a Doctor's Degree.*

* In a memorandum to the faculty dated 7 April 1972, the President announced that on 16 March 1972 the Board of Directors had approved a procedure whereby the

An instructor who is not promoted to the rank of Assistant Professor after four years of service will have his appointment terminated. The notice of termination will be given at the time of the granting of his contract for his fifth year of service.

- b) A candidate for initial appointment or promotion to the rank of Associate Professor shall offer seven years of full-time college teaching or its equivalent.
- c) A candidate for initial appointment or promotion to the rank of Professor shall offer ten years of full-time college teaching experience or its equivalent.

In all cases, the acceptability of equivalents shall be determined by the Board on Rank and Tenure.

Fulfillment of the experience requirement does not, of itself, entitle an officer of instruction to promotion in rank.

3. Other Requirements:

Degree and experience can offer only an inadequate index to the qualities that The College seeks in its faculty members. Promotion to successively higher ranks will be judged on the basis of achievement in the following professional activities:

a) Teaching:

As a Liberal Arts College, Saint Joseph's recognizes that it is primarily a teaching institution. Proficiency in teaching is, therefore, required for membership in its faculty, and excellence in teaching is given appropriate economic and status recognition.

b) Research, Publication, and Professional Activity:

Whereas at a university, promotion of research, publication, and professional activity grows out of its commitment to the ex-

Academic Deans may determine the rank of a new faculty member up to Assistant Professor, provided that: a) the Dean acts only on the recommendation of the Department Chairman whose consultation with appropriate departmental personnel is presupposed; and b) a candidate for appointment at the rank of Assistant Professor must possess the doctorate or other appropriate terminal degree in the departmental field. This extraordinary procedure in no way alters The College's statutory requirements for tenure or for promotion to Associate Professor.

tension of knowledge; at Saint Joseph's College, encouragement of such scholarly activity is primarily rooted in commitment to good teaching. (Cf. Program of Faculty Research *infra*.)

For his teaching to remain vital, a teacher must be involved in the intellectual and scholarly developments of his field. Generally accepted as evidence of such involvement are published contributions to the scholarship of his field. Where appropriate to the teaching field, creative work in music, drama, the plastic arts, or literature may provide suitable evidence of involvement.

Active participation in professional societies and scholarship which wins widespread recognition for its quality will be given substantial weight as a reason for advancement in rank.

c) Institutional Service:

As professionals, faculty members are responsible for promoting knowledge in their particular disciplines, but they are also responsible for increasing the quality and efficiency of Saint Joseph's College, and its service to its constituencies. Distinguished contributions to the improved functioning of The College merit recognition and will be accepted as substantial reason for advancement in rank. Service to The College's constituencies which reflects professional skill or involves specialized knowledge of the faculty member's field will also be given recognition.

Competence in all these areas is required for promotion to the rank of Assistant Professor. The rank of Associate Professor requires a higher level of proficiency in all areas and outstanding performance in at least one. The rank of Professor requires excellence in teaching and outstanding performance in at least one of the other areas.

B. Special Grades:

All other officers of instruction shall be assigned to one of the following special grades:

a) Professorial Lecturer:

the grade reserved for unranked teachers (1) who meet the general standards for the regular rank of Associate Professor, but either do not maintain a primary affiliation with Saint Joseph's College or are not committed to teaching and research on a full-time basis, (2) who

possess relevant practical experience of unusually high quality, or (3) hold emeritus professorial rank from another recognized institution.

b) Lecturer:

the grade ordinarily assigned to unranked teachers conducting independent courses.

c) Assistant Instructor or Laboratory Assistant:

the grade assigned to those who, under close supervision, assist (e.g., in quiz sections or laboratories) a teacher of higher rank or grade in carrying on his course.

Professorial Lecturers or Lecturers may serve on a full-time or part-time basis. All appointments to full-time service in these grades shall be processed in the same manner as appointments to positions carrying regular rank. Part-time appointments of one semester's duration shall be made at the discretion of the Dean, in consultation with the Chairman of the appropriate department. No Professorial Lecturer or Lecturer, however, may be appointed for a third semester's teaching without having his appointment approved by the Board on Rank and Tenure and the President.

Assistant Instructors or Laboratory Assistants shall be appointed at the discretion of the Dean, in consultation with the Chairman of the appropriate department.

STATEMENT ON ACADEMIC FREEDOM AND ACADEMIC TENURE †

A. Academic Freedom

Preamble. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

1. The teacher is entitled to full freedom in research and in the publication of results, subject to the adequate performance of his other academic duties; but research and consultation for pecuniary return by full-time teachers shall be subject to approval by The College.
2. Likewise, the teacher is entitled to freedom in the classroom in discussing his subject, but he should not deliberately inject into his teaching controversial matter which has no proper relation to his subject.
3. The College teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should refrain from giving any impression that he is an institutional spokesman.

† This Statement with the exception of A, 4, was approved by the College Council 5/26/66 and by the General Assembly 6/3/66, Section A, 4, of the present text was approved by the College Council 11/17/66 and by the General Assembly 12/5/66. It was subsequently accepted by the President and the Board of Directors.

4. Saint Joseph's College, under the auspices of the Society of Jesus, a religious order of the Catholic Church, purposes to maintain an academic community in which religious values are respected and operative. Although membership in the Catholic Church is not a condition of appointment or advancement, The College does require that all faculty members maintain a standard of conduct consistent with its institutional philosophy and objectives.

Intelligent analysis and discussion of Catholic dogma and official pronouncements of the Holy See on faith and morals, and their relevance to contemporary conditions, is encouraged, but open espousal in the classroom or in assigned College activities of viewpoints which contradict explicit principles of Catholic faith or morals contravenes the specified aims of The College. In cases where this matter is brought into question the faculty member shall be entitled to fair warning by the President. (Further clarification is provided in the recruitment interviews and in the section on "The Professional Conduct of the Teacher" in this *Handbook*.)

B. Academic Tenure

(This statement on tenure refers only to full-time faculty under contract.)

The Objectives of academic tenure

1. Academic tenure is a means to certain ends, specifically:
 - (a) Freedom of teaching and research and of extramural activities and
 - (b) A sufficient degree of economic security to make the profession attractive to persons of ability.

The meaning of tenure

2. By tenure is meant that, after a probationary period of full-time teaching at Saint Joseph's College, the faculty member shall have permanent and continuous employment until he reaches the retirement age of 65; after age 65 the teacher may be continued in a non-tenured appointment by mutual agreement. Only the regular ranks of Professor, Associate Professor, Assistant Professor and Instructor shall carry eligibility for tenure. The services of a teacher with tenure can be terminated only for the following adequate causes:

- a. Financial exigencies or changes in the educational program. The College may be released from the obligation of tenure in case of an extraordinary financial emergency or changes in the educational program of The College. If, because of such causes, The College should find it necessary to dismiss any member of the faculty who has tenure, The College will first dismiss those members of the faculty with the least number of years of service at Saint Joseph's College, but with due consideration being given to the essential needs of each department. In situations wherein members of the faculty have the same length of service, The College will dismiss those who have the lowest academic rank. The College shall make a conscientious effort to use the services of such a member in some other department or capacity for which he has the necessary qualifications. If the services of the member of the faculty so dismissed cannot be used in any other department at the time of his dismissal, The College shall make a conscientious effort to give him first consideration for any new position to be filled in the future for which he may have the necessary qualifications, at the rank held by him when dismissed; and with reappointment the faculty member will have tenure.

Termination of a continuous appointment because of financial exigency or a change in the educational program shall be demonstrably bona fide.

- b. Prolonged* mental or prolonged physical incapacity, incompetence in teaching, grave moral scandal, or failure to maintain a standard of life and academic conduct consistent with the philosophy and objectives of The College.

When the dismissal or suspension of any faculty member with tenure is being contemplated or has occurred, for any reason, the faculty member shall have the right to use the procedures in dismissal proceedings described below in section 5.

3. *Requirements and conditions for acquisition of tenure.* Beginning with the appointment of the rank of full-time instructor or a higher rank, the probationary period shall not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service

* The term "prolonged" in this context pertains to an incapacity that is expected to continue indefinitely beyond an academic or a calendar year.

of more than three years in one or more institutions, a teacher is called to this institution it will be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

The College has a heavy responsibility to determine a faculty member's tenure status as early as possible. The President of The College shall receive recommendations for tenure from the Board on Rank and Tenure. If a recommendation is approved by the President, on behalf of the Board of Directors he shall inform the faculty member in writing that tenure has been granted.

4. *Notice of nonreappointment for tenured and nontenured teachers.* Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, shall be given in writing in accordance with the following standards:

- a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- c. At least twelve months before the expiration of an appointment after two or more years in The College.

Teachers with tenure who are dismissed for reasons not involving grave moral scandal shall receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

The decision not to renew the contract of a nontenured faculty member does not require a statement of reason provided that the notice of nonreappointment is in accord with the above standards. The termina-

tion of a contract of a faculty member with tenure or of a faculty member whose term appointment has not expired, requires a detailed statement of the reasons for such action.

The faculty member who has tenure should give notice of resignation to The College that, in the opinion of The College, shall be deemed sufficient. (NOTE: the words "faculty" and "faculty member" as used in this document are understood to mean full-time officers of instruction who have as their primary career professional service in teaching and research in higher education, and maintain a primary relationship with Saint Joseph's College.)

5. *Dismissal Procedures.* The following dismissal procedures shall be followed either in the case of a faculty member who has tenure or in the case of a faculty member whose term appointment has not expired.
 - a. *Preliminary Proceedings Concerning the Fitness of a Faculty Member.* When reason arises to question the fitness of a faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers shall ordinarily discuss the matter with him in personal conference. If an adjustment does not result, the standing committee (composed of five faculty members who have at least seven years of full-time service) elected by the faculty for this purpose and charged with the function of rendering confidential advice in such situations shall informally inquire into the situation, to effect an adjustment, if possible. If none is effected, a statement with reasonable particularity of the grounds proposed for the dismissal shall then be jointly formulated by the President and faculty committee; if there is disagreement between the President and faculty committee, the President or his representative shall formulate the statement.
 - b. *Commencement of Formal Proceedings.* The formal proceedings shall be commenced by a registered letter addressed to the faculty member by the President of The College, informing the faculty member of the statement formulated, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted by a faculty committee at a time and place to be decided by the above standing committee and the appropriate administrative officers. In setting the date of the hearing, sufficient time shall be

allowed the faculty member to prepare his defense. The faculty member shall be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him. The faculty member should state in reply whether he wishes a hearing, and, if so, should answer in writing, not less than one week before the date set for the hearing, the statements in the President's letter.

- c. **Suspension of the Faculty Member.** Suspension, not summary dismissal, is the appropriate procedure in those special cases before immediate action may be desirable. Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance, as determined by the responsible officers of the administration. Unless legal considerations forbid, any such suspension will be with pay.
- d. **Hearing Committee.** The committee of faculty members to conduct the hearing and reach a decision shall be an ad hoc committee consisting of five members, two of whom are chosen by the appropriate administrative officers, two by the faculty members, and the fifth in agreement among the other four members. All five must have at least seven years of full-time service in The College. The committee shall be established as soon as possible after the President's registered letter to the faculty member has been sent. The choice of members of the hearing committee shall be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee will elect its own chairman.
- e. **Committee Proceeding.** The committee shall proceed by considering the statement of grounds for dismissal already formulated, and the faculty member's response written before the time of the hearing. The committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing shall be private or open to officers of administration and instruction. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the President's letter to the faculty member will be received. In the hearing of charges of incompetence in teaching, the testimony shall include that of teachers and other scholars either from his own or from other institutions.

The President shall have the option of attendance during the hearing.

He may designate an appropriate representative to assist in developing the case; but the committee will determine the order of proof, will normally conduct the questioning of witnesses, and, if necessary, will secure the presentation of evidence important to the case.

The faculty member shall have the option of assistance by counsel, whose functions shall be similar to those of the representative chosen by the President. The faculty member shall have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or his counsel and the representative designated by the President, shall have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member shall have the opportunity to be confronted by all witnesses adverse to him. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witnesses cannot appear, the identity of the witness, as well as his signed statements, shall nevertheless be disclosed to the faculty member. Subject to these safeguards, signed statements may when necessary be taken outside the hearing and reported to it. All of the evidence will be duly recorded. Unless special circumstances warrant, it will not be necessary to follow rules of court procedure.

- f. Consideration by Hearing Committee. The committee shall reach its decision in conference by majority vote on the basis of the hearing. Before doing so, it shall give opportunity to the faculty member or his counsel and the representative designated by the President to argue orally before it. If further written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It will make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision shall be withheld until consideration has been given to the case by the Board of Trustees of The College. The President and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing. Any release to the public shall be made through the President's office.
- g. Consideration by Board of Directors. The President shall transmit to the Board of Directors the full report of the hearing committee,

stating its action. Acceptance of the committee's decision would normally be expected. In every case, however, the factual findings of the committee shall be binding on the parties concerned. If the governing body chooses to review the case, the review shall be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee shall be sustained or the proceeding be returned to the committee with objections specified. In such a case the committee shall reconsider, taking account of the stated objections and receiving new evidence if necessary. It shall frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration shall the Board of Directors make a final decision overruling the committee.

- h. **Publicity.** Except for such announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers shall be mutually avoided until the proceedings have been completed. Announcement of the final decision shall include a statement of the hearing committee's original action, if this has not previously been made known.

PROMOTION AND TENURE PROCEDURES †

Promotion

Early in the Fall semester, the Executive Vice President circulates a reminder that any faculty member who considers himself qualified (under our Statement on Rank) to apply for promotion should obtain the proper forms and submit them prior to the deadlines specified below.

The applicant may accompany his request with no more than three letters of recommendation, ordinarily from members of his department, although outside evaluations of scholastic or professional achievement may be included. These documents should reach the Department Chairman no later than 1 October so that he can add his evaluation and recommendation. A Department Chairman applying for promotion will forward his request to the Academic Deans by 1 October for their written evaluation of his professional achievement and administrative performance.

The Department Chairman will submit his written evaluation of the candidate's total professional achievement and forward the application to the Deans by 15 October. (The Chairman may if he wishes solicit three additional written evaluations, ordinarily from members of the department superior in rank to the candidate.)

The Deans may secure any additional evaluations they deem necessary. They should forward all applications with accompanying documentation to the Chairman of the Board on Rank and Tenure by 1 November. The Board may solicit additional information or evaluations as it sees fit from within or without the institution. The Board is normally expected to forward its recommendations to the President by the first week in December. The Board reserves the right, however, to defer its recommendation in specific cases until a later date, where additional information may be required. The Board may also make its recommendations for promotion contingent upon the fulfillment of all requirements prior to a specified date.

Either the President or the Chairman of the Board on Rank and Tenure will, by 15 December, simultaneously inform the candidate, the Department

† Summarized and adapted from a policy accepted by the College Council 5/5/69, and elaborated in the light of subsequent experience within the Board on Rank and Tenure, as well as directives from the Board of Directors and administrative instructions from the Executive Vice President, particularly in his letter to Department Chairmen dated 28 February 1973.

Chairman and the Deans, concerning the outcome of the application for promotion.

Tenure

Although a faculty member need not apply for tenure, he must not assume that tenure is granted automatically at the expiration of the probationary period. Determination in this matter is by faculty action through the departments and through the Board on Rank and Tenure, reviewed by the President with the concurrence of the Board of Directors.

The Statement on Academic Freedom and Academic Tenure contains the following sentence: "The College has a heavy responsibility to determine a faculty member's tenure status as early as possible." This taken to mean that an unfavorable recommendation on tenure should be made and acted upon as early as possible. It does not mean that any faculty member should expect an early award of tenure. A recommendation to terminate a teacher's affiliation before he comes up for tenure may be initiated by the Department Chairman, the Dean or the Board on Rank and Tenure.

No one can formally achieve tenure until he has completed a total probationary period of at least seven years of ranked service in higher education. If he received a full-time salary agreement beyond seven years, he has tenure. As a matter of policy (stated in the original faculty contract), regardless of how many years of previous ranked service the teacher may have had elsewhere before coming here, Saint Joseph's College regards four years at this institution as the minimum probationary period before tenure can be formally achieved.

Thus, a teacher whose initial appointment to rank is at Saint Joseph's College (i.e., he has no previous ranked service elsewhere) comes up for tenure review in his *sixth* year here. If he is not recommended for tenure he will receive a terminal contract for his seventh year. If he is recommended for tenure and this is approved by the President on behalf of the Board of Directors, he will receive a regular contract for his seventh year, at the end of which time he becomes tenured.

A teacher who comes to Saint Joseph's College with three or more years of ranked teaching at another institution of higher education comes up for tenure review in his third year here, and will receive either a terminal contract or a regular contract for his fourth year.

Each Department Chairman should review the length of ranked service, both here and elsewhere, of every member of his department and submit to the Office of the Executive Vice President before 1 November the names of those whose tenure eligibility the Board should consider.

The Executive Vice President shall inform the teacher that he will be coming up for tenure review. Any Faculty member so informed may, if he wishes, review with the Executive Vice President the file of personal information which is available to The College and which will be placed before the Board. If he deems the data supplied in the past inadequate, he may supplement it and update it prior to 1 November.

The individual candidate is responsible for making certain that his own personal file, including the Faculty Data Sheet and the Education and Teaching Record, is up to date and on file in the Office of the Executive Vice President. Documentary evidence of the terminal degree from the degree-granting institution is to be on file in the Office of the appropriate Dean. The candidate should call his record of institutional service to the attention of the Board.

The candidate is expected either to have on file in the Executive Vice President's office, or to lend temporarily for the Board's examination, copies of any publications listed in his Faculty Data Sheet.

The Department Chairman shall hold a meeting of the tenured members of the department to discuss the qualifications of the faculty member for tenure and take a vote by written ballot. The Department Chairman shall send a record of the vote of the Board. His letter shall also contain information relating to the areas listed below; the information should reflect departmental records and the discussion by the tenured faculty, as well as the Chairman's own experience and knowledge:

- a) *The Candidate's teaching effectiveness.* This is an extremely important qualification in an undergraduate liberal arts college like Saint Joseph's. It is not enough to say that a person is a good teacher or has good rapport with students. The collective evaluation of a teacher by his faculty colleagues should be based upon solid evidence carefully and routinely gathered over a long period of time prior to the year in which the teacher comes up for tenure review. There should be an organized procedure for a substantial input of student opinion through the departmental student advisory mechanism, based on student appraisals of teaching (either individual or group). Additional evidence should be drawn from a variety of sources, including classroom visitations by

Deans and Department Chairmen, self-appraisals of teaching methods, course syllabi and reading lists in departmental fields, enrollment and grading records, etc.

- b) *How the candidate meets the long-range program needs of the department.* The Board wants an explicit statement concerning the areas of competence of the candidate within the departmental field, in comparison with other members of the department, either tenured or likely to come up for tenure consideration within the next two or three years. The Board is also interested in an assessment as to whether the need for the candidate's particular areas of competence is likely to undergo a change, and whether the candidate exhibits sufficient flexibility to adjust to future changes in the field if they should occur. Finally, a realistic appraisal should be made as to whether a more highly qualified teacher could probably be recruited to replace the candidate if tenure were not awarded.
- c) *An evaluation of the candidate's record of service within the department and to the institution as a whole.*
(advising, attendance at meetings, committee work, etc.)
- d) *An evaluation of the candidate's record of research, publication and professional activity.* Some effort should be made to rank the individual generally in comparison with his colleagues — e.g., "one of the two or three most eminent in research," "outstanding in scholarly productivity and professional activity," "desultory interest in developments within the field," "generally thought to be one of the least impressive in published research," etc.

A copy of the Chairman's report above is to be sent to the appropriate Academic Dean.

Each tenured member of the department has a professional obligation to write to the Chairman of the Board on Rank and Tenure his personal confidential evaluation of the candidate, touching upon any relevant factor which he thinks should be called to the Board's attention before the tenure decision is taken, and including his own recommendation and reasons.

The Board on Rank and Tenure may request whatever additional information or evaluations it may deem necessary before making its recommendation to the President and the Board of Directors.

Ordinarily the President, with the approval of the Board of Directors, or the Chairman of the Board on Rank and Tenure, will by March 15, simultaneously inform the faculty member, the Chairman of the Department and Deans concerning the tenure decision.

(The College Council had adopted on 9 May 1973 a Tenure Policy specifying certain criteria for the tenure decision, stipulating that tenure decisions should be governed not only by individual qualifications but also by such institutional considerations as the need to maintain academic flexibility, and prohibiting the introduction of any quota or percentage system which failed to take into account the needs of particular departments. At the time of the printing of this *Faculty Handbook*, the Tenure Policy had not been approved by the President.)

FACULTY WORKLOAD †

1. Introduction

All segments of The College Community have important interests at stake in the determination of the normal workload for full-time instructors, and in the efforts made to assure equity of distribution of assignments. An unduly heavy assignment could impair an instructor's effectiveness both in class lecture and laboratory and in extraclass advising and instruction of students. Injustice is done to both students and instructor. An unduly light load could deprive The College of the services that can be expected of a full-time instructor in reason and justice, and could add to the economic problems facing us.

With a few new developments in the ways in which we teach it becomes increasingly difficult to define a policy which can apply univocally to all departments and to all members of a given department. Nonetheless guidelines can be stated which are both reasonable and flexible and allow faculty and administration to agree on efficient and effective assignments. It is in this context that the following general statement is to be interpreted.

2. General Statement

Any adequate definition of faculty workload should take into account the whole spectrum of professional and institutional services.

The most easily measurable portion of faculty workload is, of course, the teaching load, which may be measured in terms of the number of hours, the number of students, the number of different course preparations, the level of courses offered, or some synthesis of these and other elements.

On the departmental level, the SCH ratio is a useful measurement of economic viability. If an SCH ratio of 300 is accepted as the baseline, departmental ratios falling in the range from 270 to 330 would attain a satisfactory minimum. (The lower ratio would be acceptable in those departments in which contact hours correspond most closely to credit hours, and the higher ratio would apply in those departments where there is least correspondence between contact and credit hours.)

† This Statement was adopted by the College Council on 27 January 1972. It was accepted by the President on 8 February 1972 as a useful description of current administrative practices but the President noted the necessity of keeping options open in this area. The Council would be consulted on future changes.

Within this acceptable departmental range, the individual teaching load is best defined in hours and course preparations. A full-time instructor should expect to teach twenty-four semester hours, with no more than four undergraduate course preparations, over the academic year, a course being defined as a one semester unit. Where more than four undergraduate course preparations are required, where class sizes are unusually large, or for other sound academic reasons approved by the Dean, the number of teaching hours shall be reduced. If, however, a department's SCH ratio consistently falls below the acceptable range, the twenty-four semester hour load may be applied irrespective of the number of preparations.

The faculty workload should also include reasonable service in research, administration, advising, or other institutional responsibilities. The ordinary expectation is that a full-time instructor shall serve actively on one standing committee or board, or engage in some equivalent institutional activity. In addition, the full-time instructor is expected to fulfill the other responsibilities (to his students, his department, and The College) described in the *Faculty Handbook* and other pertinent documents. Heavier than normal involvement in one or more of these areas shall require an adjustment of the other elements in a faculty member's workload, including, as circumstances warrant, a reduction in teaching hours.

FACULTY CONTRACTS

Faculty contracts (for non-tenured members) and faculty agreements (for tenured members) are issued in the Spring semester prior to March 15 for the succeeding academic year.

Each contract will specify whether the teacher's primary responsibilities are in the College or in the Evening College.

The teacher in signing the contract agrees to fulfill his or her duties and responsibilities in accordance with the provisions contained in this *Handbook* and other applicable directives and policies of The College.

The College Council on 2 April 1971, with a view toward the more flexible use of faculty resources to meet the future educational and economic needs of The College, adopted a Statement on the Basic Contract which contained the following provisions:

- a) For all newly appointed faculty members, with initial contracts for the academic year beginning September 1, 1971, or later, it shall be understood that The College as a matter of ordinary policy reserves the right, under the basic contract, to make teaching assignments in the College or the Evening College. It is to be further understood, however, that assignments outside the school (the College or the Evening College) in which the faculty member has his primary responsibility shall not exceed two courses in any academic year.
- b) For non-tenured faculty members appointed before September 1, 1971, teaching assignments under the basic contract outside the school (the College or the Evening College) in which the faculty member has his primary responsibilities shall be determined by the specific terms of individual contracts and supplementary agreements. In no event, however, should such a non-tenured faculty member be placed in a contractual situation less advantageous than that of a faculty member appointed in the same department for September 1, 1971, or later (viz., the non-tenured faculty member shall not be required to teach more than two courses each year outside the school (the College or the Evening College) in which he has his primary responsibilities and shall ordinarily be required to do so only after newly appointed faculty members have received such assignments).
- c) For faculty members possessing tenure as of September 1, 1971, new

teaching assignments outside the school (the College or the Evening College) in which the faculty member has his primary responsibilities shall depend on voluntary acceptance of such assignments by the tenured faculty member.

- d) In case of an educational or economic emergency, formally declared by the Executive Vice President and validated, if challenged, under the applicable provisions of the Statement on Academic Freedom and Academic Tenure, teaching assignments of both tenured and non-tenured faculty members, under the basic contract, may be made for the good of The College.
- e) No portion of this statement should be construed as nullifying any contractual arrangement or supplementary agreement with respect to the distribution of teaching assignments under the basic contract entered into prior to September 1, 1970, nor should any portion of this document be construed as limiting the freedom of The College or individual faculty members to enter specific agreements for the distribution of teaching assignments on any mutually acceptable terms.

(The Executive Vice President and the two Academic Deans adopted the foregoing provisions as administrative policy on 28 December 1971 and incorporated a reference to the Statement on the Basic Contract into all faculty contracts and agreements beginning in the Spring of 1972.)

(The President did not formally approve the Statement on the Basic Contract, since it had been forwarded to him with two other policy documents on overload and salary adjustment which could not be accepted at that time because of their financial implications.)

FACULTY BENEFITS

Holidays and Vacations

The regular contract year extends from 15 August to 15 June. The faculty member is expected to be available in this period to perform all instructional services as required by the academic calendar and other institutional service deemed necessary by appropriate governance bodies and officers of administration.

Faculty members may normally take the holidays, inter-semester break and Spring vacation announced in the academic calendar. On occasion, however, and with sufficient advance notice, the faculty members may be obliged to perform institutional service during these periods by attending scheduled meetings of the College Council, Standing Committees, the Board on Rank and Tenure, and other boards or committees of which they are members. In extraordinary circumstances, they may also be obliged to be present on campus, even if this should interfere with planned activities.

Faculty members are not required to come to the campus on those days or evenings when the appropriate Dean announces through the media a cancellation of classes because of inclement weather or other extraordinary reasons.

Group Insurance

The College has group life insurance for all its full-time faculty members and administrators, in the amount of \$12,000., at no cost to the individual. Additional life insurance coverage may be purchased up to a total of one and one-half times the annual basic salary, with the cost being shared by The College and the individual. At the age of 60, the insurance coverage is reduced to \$2,000 and at the age of 65 to \$1,000. with all premiums paid by The College. Group insurance is carried by The College only during the employment period. A booklet describing this plan is available in the Office of the Personnel Director.

Medical Insurance

The College offers hospitalization and medical insurance, and contributes up to \$25. per month toward the membership fees of all full-time personnel who enroll for full coverage in our Group Plan of Blue Cross, Blue Shield and Major Medical. The balance of the membership fees are paid by the employee

through biweekly deductions from the paycheck. A booklet describing the plan is available from the Personnel Director.

Retirement Plan

Full-time members are eligible to join the TIAA-CREF retirement plan at any time following the start of employment. After three years of service at The College (completed by 1 January), The College will contribute up to five per cent of the individual's basic contract salary toward pension accruals. Additional details may be obtained from the Office of the Personnel Director.

Long Term Disability Income Insurance

Full-time personnel are provided with salary continuance insurance, the entire cost of which is borne by The College. The program is designed to provide regular income if a faculty member is seriously disabled and unable to pursue his or her regular work for any period in excess of 90 consecutive days, with the count starting after 90 days of employment. For total disability exceeding 90 consecutive days, this plan provides a guarantee of sixty per cent of the individual's monthly basic salary up to a maximum of \$1,000. per month of income. (Under existing tax legislation in 1973, this income is tax-exempt.)

Social Security

All faculty members must fill out the necessary government forms at the time of entering the service of The College. The current rate of Social Security is deducted from the individual's salary. Saint Joseph's College matches and remits the total to the U.S. government, all of which is accumulated to the credit of the individual in social security account, to provide old age survivor's insurance.

Education of Children of Faculty and Others

Sons and daughters of full-time faculty members are entitled to attend Saint Joseph's College on full-tuition scholarship (excluding fees). The faculty member or administrator is responsible for making certain that the Admissions Office is aware of the relationship and the claim at the time the student registers.

A faculty member whose daughter would prefer to attend a Catholic women's college may take advantage of an interinstitutional agreement

between Saint Joseph's College and Rosemont, Immaculata, Chestnut Hill, Cabrini and Gwynned-Mercy Colleges providing for a full-tuition scholarship (excluding fees).

Sons and daughters of full-time ranked faculty members of Saint Joseph's College are entitled to apply for such benefits as may be available under the tuition scholarship exchange program for children of faculty now in existence among more than half of the Jesuit universities and colleges in the United States. Anyone interested should consult the Executive Vice President.

Financial Assistance for Graduate Degree Work

For faculty members who were on the staff as of 1 September 1969 and who are pursuing terminal degrees in relevant fields, The College will pay three-fourths of tuition costs. The College will also pay dissertation-supervision fees for a maximum of four semesters for faculty members who can show evidence of substantial progress toward completing the dissertation. Faculty members who accept these tuition payments and receive the degree are expected to continue on the faculty for a further period of at least three years.

A full-time faculty member with ten years of service may apply for a time-grant to be relieved of teaching duties during one semester and the adjoining summer for the purpose of completing the doctoral dissertation. Application should be made to the Executive Vice President after the dissertation outline has been approved and work has actually begun. The number of faculty members selected for this benefit will depend upon the availability of funds. Selections will be based upon the probability of rapid completion of the dissertation and the needs of The College for faculty with terminal degrees in various departments. Faculty members who accept these grants and receive their degrees are expected to continue on the faculty for a further period of at least three years. If a faculty member should elect to leave The College before the time limit has passed, he would be expected to repay The College one-third of the money he received for each of the three years that he does not stay.

ADVISORY BOARD ON FACULTY COMPENSATION †

The agency which shall represent the faculty in College decisions involving the compensation of faculty members will be called the **Advisory Board on Faculty Compensation**. It shall consist of seven members: one from each of the four ranks, elected by the faculty members from each of those ranks; and one member selected or elected from each of the following: the local chapter of the American Association of University Professors, the Executive Council of the Faculty Senate, and the Standing Committee on Faculty Affairs.

Nominations for the elected representatives of a given rank shall be made by any full-time faculty member of that rank at the initial academic year meeting of the Faculty Senate. Annual elections for one-year terms will be conducted by the executive committee of the Faculty Senate.

The Advisory Board on Faculty Compensation will sit with the administrative officers and any other appropriate body in The College governance structure, and will supply a faculty input before decisions are made (i.e., as an integral part of the process preparatory to making final decisions) regarding:

- a. the total amount of funds allocated for increments in faculty compensation;
- b. the distribution of this amount between salary increments and fringe benefit improvements;
- c. the distribution of the amount for salary increments:
 - i) between regular and merit increments;
 - ii) among the different academic ranks.
- d. any other matters related to the distribution of increments in salary compensation.

The Advisory Board on Faculty Compensation will not participate in the determination of individual faculty salaries. However, the Board shall have the option to recommend guidelines for determining individual salaries.

To make adequate recommendations, it will be necessary for the Advisory Board on Faculty Compensation to have access to pertinent financial information about The College.

† This statement of policy was originally adopted by the College Council on 27 April 1972, amended on 28 September 1972, and approved by the President on 16 October 1972.

The Advisory Board on Faculty Compensation will call an open hearing in the fall term in preparation for its meetings with the administration, and it will report to the faculty at a meeting of the Faculty Senate within thirty days following the issuance of contracts.

PROGRAM OF FACULTY RESEARCH †

I

The Role of Research

Saint Joseph's College values scholarly research on the part of its faculty as very important in helping to fulfill the primary educational function of The College: the formation of undergraduates. In order to communicate to the student a sense of knowledge as a living and growing stream, the teacher himself must be in some measure an active participant and contributor in this stream. No college can neglect this important scholarly function without seriously endangering the quality of its pedagogical performance. The imparting of knowledge is only the first step in undergraduate formation. To be truly excellent, this formation must achieve creation of an inquisitive mind, independent thinking, and an incipient spirit of research in the undergraduate himself. To instill this, no other influence is as powerful as faculty example.

By definition, research includes scholarly enterprise constituting an original contribution to knowledge which shows promise of publication as a monograph or special study, or as an article in a recognized professional journal. Only in a wider sense does it include technical services of a consulting or advisory nature which ordinarily do not result in publications and are not necessarily of educational value.

Aware of the importance of creative effort by its faculty, The College wherever and whenever possible provides extra equipment, space, student and clerical assistance, and maintenance of facilities to encourage research.

II

Research Atmosphere

The College, as part of its Research Program, attempts in several ways to engender an atmosphere congenial to research activity. In this regard it encourages participation by the faculty members in the work of the various professional societies by defraying the cost of attendance at meetings, either in part or in full. Faculty seminars are encouraged at the departmental level where promising research ideas may be discussed with those on the staff best

† This program, developed by the Board on Faculty Research, was approved and promulgated by the President on 1 September 1968.

qualified to evaluate them. An effort is made to place in each department faculty members who are research conscious, and in appointing new members to the faculty added consideration is given to applicants with research background or potential. The College also encourages all desirable publicity for the research activities and accomplishments of its faculty. The College encourages its faculty to compete for research grants elsewhere: foundations, societies, government, industry, etc.

III

Administration of the Research Program

The administration of the Faculty Research Program is the responsibility of the Board on Faculty Research. This Board is composed of faculty members appointed by the President of The College to advise him in all matters relating to research.

The responsibilities of this Board are as follows:

- (1) To evaluate research projects for which assistance from The College is requested and to make recommendations concerning submitted proposals.
- (2) To make recommendations to the President concerning publication or reprinting of original work done by faculty members.
- (3) To receive and evaluate interim and final reports on research activities carried out by grantees.
- (4) To re-evaluate continually the Faculty Research Program and its operation.

IV

College Assistance to Research

1. College assistance for research is available to all ranked faculty members.
2. Grants-in-aid

A grant-in-aid is defined as a stipulated sum of money intended to cover unusual expenses incurred in research work. Ordinarily only those faculty members who possess the doctorate or a generally accepted equivalent shall be eligible for a grant-in-aid. Purposes ordinarily falling within the scope of

consideration for a grant-in-aid are these: equipment, supplies, travel (including transportation, room and board), clerical assistance, student assistants, supplementary library allowance, cost of reprints, etc. In the purchase of equipment and supplies, if the use thereof is restricted to the project, a limited amount of money shall be made available from the Research Budget. Equipment and non-perishable supplies purchased with funds from the Research Budget are the property of The College. If such equipment and supplies are of use to the department generally, money may be available from the departmental budget. The number of grants and the amount of money available shall be made known each year when the Board announces it is ready to accept applications for grants. A grant-in-aid shall ordinarily cover the academic year, i.e., 15 August to 15 June.

To be eligible for consideration for a grant-in-aid a faculty member shall submit in writing a detailed statement of the estimated expense along with a statement explaining the purpose of the project necessitating these expenditures. A letter of recommendation from the Chairman of the Department is to be submitted with the application. Ordinarily no single grant-in-aid shall exceed \$500 nor extend beyond the limits of one academic year. Approximately six such grants are available each year.

A member of the faculty engaged in a research project approved of and assisted by The College may be assigned a reduced teaching schedule if this is recommended by his Department Chairman and approved by the Dean.

3. Summer Grants

The purpose of the summer grant is to relieve a member of the faculty of summer teaching and other academic duties in order to afford him the opportunity to do research on a full-time basis. Ordinarily only those faculty members who possess the doctorate, or a generally accepted equivalent, shall be eligible for a summer grant.

To receive consideration, a faculty member shall submit to the Board on Faculty Research a statement of the research activity which he proposes to continue or to complete with the help of the summer grant. A letter of recommendation from the Chairman of the Department is to be submitted with the application.

Summer grants shall not exceed, except with special approval of the President, the sum of \$1,500. No more than six such grants shall be

assigned for any summer. It is understood that the recipient of a summer grant is not to engage in any other continuing activity for which remuneration is received, that is, during that period covered by such a grant from The College, namely, June 15 to August 15.

4. Research Sabbaticals

A research sabbatical grant is defined as a grant of full contractual salary for one year, with eligibility after ten years and every ten years thereafter. A member of the faculty may elect to request a sabbatical of one semester with full salary for the semester and remain eligible for another semester sabbatical during that ten-year period.

The research sabbatical is intended ordinarily only for full-time faculty members who possess the doctorate, or a generally accepted equivalent. Eligible faculty members shall present to the Board on Faculty Research a detailed statement of proposed academic activity for the sabbatical period.

A research sabbatical shall be subject to the approval of the Deans of The College in consultation with the Chairman of the Department. The most important consideration guiding the decision of the Deans will be the over-all welfare of The College's academic program during the period of the sabbatical requested.

The number of research sabbaticals for any given year will depend upon a variety of factors, including The College Budget.

The request and the submission of a program for a research sabbatical shall be made to the Chairman of the Board on Faculty Research not later than the November 1 preceding the academic year in which the sabbatical is sought.

5. Other Provisions

Although grant-in-aid, summer grants, and sabbaticals are intended ordinarily for members of the faculty who possess the doctorate, projects of special merit presented by members of the faculty who do not have the doctorate will receive consideration for assistance by The College. Such projects may involve research, creative effort or other activities tending toward self-improvement as a teacher. Research undertaken to meet the requirements for an advanced degree is not eligible for subsidization under the provisions of the Program.

V

Responsibilities of Grantees

The grantee shall submit a progress report to the Board of his research activity no later than the October 1 immediately following the expiration of the grant. If a publication results from a grantee's research, two reprints should be submitted to the Board. A grantee is expected to continue in the employ of The College at least one academic year after having received a grant. Should a grantee sever his affiliation with The College, he shall refund to The College a certain proportion of the grant, the amount to be determined by the Board on Faculty Research.

VI

Criteria for the Awarding of Grants

Ordinarily, in judging the merits of applications for research grants, the Board will weigh all of the factors listed below. Deficiencies in one or more of these areas may constitute sufficient grounds for withholding an award:

1. Eligibility in the terms described in the foregoing statement.
2. The scholarly value of the proposed project. In all cases, the Board reserves the right to solicit from outside the Department and The College the opinion of independent experts on the scholarly value of a proposed project.
3. Satisfactory evidence of genuine interest in and professional competence to perform the proposed research.
4. Sufficient seniority in comparison with other applicants in a particular year.
5. The improbability of being able to receive significant aid from other sources.
6. The functional requirements of the applicant's Department.
7. The fact that the applicant has already received considerable aid from the College.
8. Compatibility with the general aims, objectives and interests of The College.

VII Technical Services

While The College clearly distinguishes between basic research and technical and consulting services, it also seeks to serve the community in such ways as its faculty and educational facilities permit. It is recognized that such technical services sometimes provided the initial stimulus or opportunity for basic research and that such services are part of the responsibility of The College to the community. In no way, however, shall the rendering of these services be allowed to interfere with or to undermine the educational function of The College.

LEAVE OF ABSENCE †

Leaves of absence are among the most important means by which a faculty member's teaching effectiveness may be enhanced, his scholarly usefulness enlarged, and an institution's academic program strengthened and developed. A sound program of leaves is therefore of vital importance to a college or university and it is the obligation of every faculty member to make use of available means, including leaves, to promote his professional competence. The major purpose is to provide opportunity for continued professional growth and new, or renewed, intellectual achievement through study, research, writing, and travel. 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.

In contrast to sabbatical leaves (with full basic salary), a leave of absence from Saint Joseph's College (except for brief sick leave) is without pay. If the faculty member is associated with any other institution or organization including government, or if he is working on a funded research project, he is expected to receive all his income from sources other than The College. He may make arrangements through the Treasurer's Office for uninterrupted coverage under existing benefits policies, but The College contributes no compensation during the period of the leave.

A faculty member should apply for a leave at a reasonable time in advance, so that The College can plan properly for his absence. Application should be made through the Department Chairman to the Dean who normally issues the teacher's contract or agreement. Evidence that the leave will increase individual effectiveness or produce academically or socially useful results will be considered in evaluating applications.

A leave of absence is usually granted for a period of one year. The Dean may, for good reason, extend the leave for a second year when this can be done without causing any serious planning or operating difficulties within the teacher's department. No leave of absence can be extended beyond two years without the express authorization of the President, acting on the recommendation of the Board on Rank and Tenure.

† This policy is subject to change and is subject to the provisions of the Faculty Handbook.

A leave of absence does not count toward the tenure probationary period. Whether or not it counts toward the promotion requirement of college teaching experience or its equivalent is a matter to be determined by the Board on Rank and Tenure at the time the application for promotion is being considered. If the leave of absence is spent in full time teaching at another institution of higher education, the Dean may recommend to the Board that it be counted toward the promotion requirement.

RETIREMENT POLICY †

Regular faculty appointments terminate at the end of the academic year in which a faculty member reaches the age of sixty-five. The academic year is interpreted as extending from September 1 to August 31. For faculty who wish to continue some teaching after the age of sixty-five, some extension of service until age seventy may be permitted on an annual basis, with compensation proportionate to the base salary earned during the sixty-fifth year. He shall have no obligation to perform the usual institutional service, nor shall he enjoy tenure. His academic freedom shall not be curtailed under any circumstances.

If a faculty member wishes to teach beyond the normal retirement age of sixty-five he should indicate his desire to his Department Chairman by December 15 of his final year of regular service, and on the same date annually thereafter as long as he is eligible for extended service. Annual appointments shall be made by the President of The College, but only after consultation with the tenured members of the Department and the Dean. When an annual appointment is to be offered, it shall be offered by March 15. Annual appointments are always made subject to the continuation of good health and ability to perform adequately the teaching duties expected.

Early retirement is permitted between the ages of sixty and sixty-five, if a faculty member so desires. A request for early retirement should be made to the Department Chairman by December 15 of the final year of full-time teaching. Early retirement does not preclude the possibility of employment for special purposes or in unusual capacities according to the needs of The College.

† This policy was originally adopted by the College Council on 16 March 1972, amended on 28 September 1972 and approved by the President on 16 October 1972.

EMERITUS STATUS †

The title "Professor Emeritus" shall be automatically bestowed by Saint Joseph's College upon all Professors (or principal officers of academic administration who simultaneously hold the rank of Professor) who have completed at least ten years of full-time service at The College prior to their retirement; on all Associate Professors who have completed at least fifteen years of full-time service; and on all Assistant Professors who have completed at least twenty years of full-time service.

The perquisites of Emeriti shall include the following: listing in The College catalog; library privileges; access to all College facilities; invitations to academic convocations and processions; eligibility for such faculty benefits as parking permits, athletic tickets, and tickets to College events on the same basis as active faculty members; office space if available, and the usual services available to the department members as long as the Emeritus shall continue active as a productive scholar, as determined by a majority of Department members.

† This statement was adopted by the College Council on 27 April 1972 and accepted by the President on 7 July 1972.

STATUTE OF COLLEGE GOVERNANCE STRUCTURE †

1. College Council

A. The College Council is the principal body for corporate participation in policy formulation. All meetings of the College Council shall be open and announced with prior publication of agenda and minutes of the previous meeting. Except as otherwise indicated in this Statute, the College Council shall conduct its business according to Roberts Rules of Order and procedural guidelines laid down by the Executive Committee. Any member of The College Community may request the Executive Committee for an opportunity to be heard by the College Council, and will receive such consideration as Council time and College priorities permit.

The Council may mandate matters of policy formulation for study to the Standing Committees. All policy studies shall be presented to the Council by the chairman of the Standing Committee involved. Chairmen of Standing Committees shall make brief progress reports to the College Council at its request.

Upon presentation of such a study, the Council, by majority vote of those present and voting, may amend, accept, reject or return to committee. A particular proposal may be declared of major importance by a majority of those voting, in which case passage would require a majority of the full membership. Accepted proposals will be sent to the President for his approval or rejection.

The Council may also create special committees to study specific matters. Reports of special committees shall be treated in the same manner as reports of Standing Committees.

The administration of the College shall be responsible for the detailed implementation of approved policy proposals, but Council reserves the right to review such implementation and define its limits.

† Approved by the College Council 27 October 1971; approved by the General Assembly, 3 November 1971; accepted by the President and approved with certain emendations by the Executive Committee of the Board of Directors 22 November 1971. This text embodies amendments adopted by the College Council on 9 May 1973 and approved by the President on 29 June 1973.

B. In cases where the Council has approved a policy report and submitted it to the President, the President is expected to act within 90 calendar days of the report's passage in the Council and to report such action to the chairman of the Council. If the President does not act within the specified period, his failure to act shall be considered a rejection.

If the President rejects the policy proposal, the Council may, by a two-thirds vote, resubmit the matter to the President as a special action proposal, provided that this action is taken no later than 90 calendar days or the second regularly scheduled meeting, whichever is later, following notification of the President's rejection of the proposal.

If the President rejects a special action proposal, the Council may, by a two-thirds vote, request the President to submit the proposal, together with its voting history, to the Board of Directors of The College, provided such action is taken no later than 90 calendar days or the second regularly scheduled meeting, whichever is later, following notification of the President's rejection of the special action proposal.

C. All members of the College Council are expected to inform themselves as fully as possible of the various opinions within their constituency concerning matters before the Council. Members, however, are expected to vote according to their own informed convictions rather than according to a pure representative concept. Four members of the Council may request a roll call vote to be recorded in the minutes.

D. The College Council may pass resolutions expressing the advisory opinion of the Council on matters of College policy beyond its normal statutory scope by a majority of those present and voting, except resolutions deemed to be of major importance require a majority of the full membership.

E. The membership of the College Council shall consist of 25 representatives - faculty, students, administration, and alumni - selected according to the procedures below.

1. There shall be twelve faculty members to be elected at large by the ranked faculty, six to be elected each year for a two-year term, to the first position, to be elected, the six with the highest totals for two years and the others for one year, according to the formula which follows. On the first ballot, each faculty member shall cast one vote. On the second ballot, the number of candidates shall be

twice the number of positions remaining to be filled. The candidates shall be those who received the highest vote totals on the first ballot. Each faculty member may cast as many votes as there are positions to be filled, and for as many different candidates. Those receiving the highest totals shall be elected. In any given year, no more than two full-time faculty members from the same department may serve on the College Council. In the first election no one may vote for more than two in the same department, and after the first year no one may vote for more than one in any department.

2. There shall be six student members, three each to be chosen in a manner specified by the organized student bodies of the College and the Evening College, respectively.
 3. There shall be five members appointed by the President from officers of administration, and one from the Alumni in a manner to be specified by the President.
 4. The Executive Vice President shall be a member, ex officio, and serve as chairman.
- F. In case of a vacancy among the elected members of the College Council, the Executive Vice President shall conduct a special election within the appropriate constituency within two weeks. Members so elected shall serve during the unexpired portion of the term.
- G. Elections and appointments to the College Council are expected to be completed within the first thirty (30) calendar days of each new academic year, except that student members may be replaced according to the rules of the respective student bodies. Since the College Council is intended to be a continuously functioning body, the terms of incumbent members shall not lapse until the new membership of the College Council is duly constituted.
- H. The Executive Committee of the College Council shall consist of the Executive Vice President as Chairman and five others elected from the membership of the College Council, one of whom shall be a student. The Executive Committee shall select the members of Standing Committees (except as specified otherwise in Section II), and of Special Committees, set meeting times, approve the agenda for College Council meetings, recommend to the Council subjects to be mandated, and advise the Executive Vice President on any matters pertaining to the

work of the College Council and the Standing Committees.

II Standing Committees

Standing Committees shall conduct studies and develop and propose policies within the area of their respective expertise and jurisdiction. Individual topics of study may be mandated by the College Council or proposed to the Council or its Executive Committee by any member of The College Community. Agenda is determined by the chairman with the approval of the Committee membership with due attention to College priorities.

The Standing Committee shall function as an instrument of continuing evaluation in its area of competence and responsibility. In order to ensure this continuing evaluation on the part of the Standing Committee, each Standing Committee shall meet at least twice each semester. All meetings shall be open and announced with prior publication of agenda and minutes of the previous meeting. Anyone wishing a priority to address the Committee shall give at least two days written notice to the Committee chairman. This does not preclude one from speaking to the Committee without having given such notice.

Standing Committees shall report to the College Council on studies mandated and on matters of policy formulation. In all other matters, the Standing Committees shall be encouraged to report to The College Community at large.

The Standing Committees are expected to fulfill an integral communications role by providing all segments of The College Community an opportunity to be heard in the decision-making process.

A. General Committee Specifications:

1. Membership on Standing Committees shall be no less than nine (9) and no more than fifteen (15). In addition, according to the By-Laws of The College, "the President shall be, ex officio, a member of all standing committees with the right to vote." (Art. VIII; Section 2).
2. Membership on a Standing Committee shall be for two-year terms with approximately one half of the members' terms expiring each year. Student representatives may serve for one-year terms in accordance with the constitutions of the respective student organizations.

3. Except where otherwise specified, members of Standing Committees shall be named by the Executive Committee, subject to the approval of the Council. Chairmen of Standing Committees need not be members of the College Council, but a chairman who is not a member shall be designated an adjunct member, with full right of debate, when a proposal emanating from his committee is under discussion. The Executive Committee shall strive to assure adequate representation from the Evening College on all Standing Committees, and also to seek the expertise of Alumni on all Standing Committees.
4. Membership of all Standing Committees shall be constituted as of 15 September for that academic year. Student members may be replaced according to the rules of the respective student bodies.
5. Members of each Standing Committee shall elect their respective chairmen. These chairmen shall be elected annually at the beginning of the academic year by the newly constituted Committee. Chairmen shall be eligible for re-election.
6. In order to avoid confusion arising from the absence of a Standing Committee chairman (e.g., a graduated student), the Chairman of the College Council shall be responsible for arranging the first meeting of each Standing Committee for the new academic year.

B. There shall be four (4) Standing Committees:

1. **Educational Policy:** This committee shall concern itself with the formulation of general educational policy, including academic programs, admissions, grading, teaching methods, testing, curriculum, advising, retention and dismissal, and academic standards. Membership shall be open to all areas of The College Community.
2. **Faculty Affairs:** This committee shall concern itself with the formulation of general policies and procedures relating to the professional status and performance of the faculty, including recruitment, appointment, promotion and tenure of faculty; scholarly improvement; research, academic freedom; compensation policy and professional conditions and responsibilities. Two-thirds of the members shall be selected in a manner specified by the ranked faculty and the remaining one-third by the normal procedure.
3. **Institutional Planning:** This committee shall concern itself with the

formulation of general policy relating to long-range, comprehensive programs of an institution wide nature, institutional aims and objectives, determination of academic and financial priorities, tuition rates, allocation of physical resources, etc., as well as the financial aspects of all its recommendations. Membership shall be open to all areas of The College Community.

4. **Student Affairs:** This committee shall concern itself with the formulation of general College policy of distinctive interest to students, including student life, learning environment, and student regulations. Membership shall be selected in two equal parts, one primarily to study the College affairs and the other to study the Evening College affairs. One-third of the full committee shall be chosen in a manner specified by the organized student body of the College, one-third in a manner specified by the organized student body of the Evening College, and one-third in the usual manner.

III Amending Process

The process of amending this Statute on College Governance consists of three steps: 1) proposal; 2) adoption; and 3) ratification.

1) Proposal

An amendment may be proposed by any five members of the College Council. Once an amendment has been properly proposed in writing, the Executive Committee will place it on the agenda of the last regularly scheduled Council meeting in the spring semester, and publicize it throughout The College Community.

2) Adoption

Since an amendment is an important question, its adoption requires a vote of the majority of all the members of the College Council.

3) Ratification

The amendment is ratified when it has been approved by the President and the Board of Directors.

SUMMARY OF GUIDELINES FOR COLLEGE COUNCIL †

1. Roll call votes may be requested by any four members of the Council. There will be a preliminary vote by show of hands, after which the Secretary will call the roll and record the votes. The request for a roll call vote can be made either before or after the hand vote.
2. Suggestions for topics to be mandated for study may originate from individuals, from committees, or from the Council itself. Suggestions from the College Council may be brought up on the agenda after the report of the Executive Committee. In all cases, the suggestions will be submitted to the Executive Committee, which will recommend mandates for the approval of the College Council.
3. The Executive Committee may dispose of some topics suggested for study by requesting administrative action rather than discussion by the College Council. In such cases, the Executive Committee will report its action to the College Council.
4. Any member may move that a question be declared a matter of major importance. Such a motion is privileged and not debatable. A member who wishes to give reasons for considering the matter of major importance should do so in a brief statement prior to his formal motion.
5. Non-members requesting permission to speak will be allocated a maximum total of 10 minutes, to be apportioned by the Executive Committee through its delegate, the Executive Vice President. Opportunity will be given to distribute printed statements in advance or at the meeting.
6. Items introduced under new business may not be acted upon until the following meeting.
7. Standing Committees are encouraged to give progress reports to the Executive Committee or The College Community.

† Adapted from the original by the Council, 11 January 1972.

POLICY ON POLITICAL ACTIVITIES ON CAMPUS BY MEMBERS OF THE COLLEGE COMMUNITY†

As an educational institution, Saint Joseph's College has an obligation to encourage and to protect open and free discussion of political ideas. To accomplish this academic end and also to preserve its status as a tax-exempt organization under Title 26, Section 501-c-3 of the U.S. Code, The College is required in all instances to maintain a position of strict neutrality concerning political activities.

It follows therefore:

- 1) that, all members of the academic community, as citizens, are free to engage in political activities so long as these activities do not interfere with their obligations as teachers, administrators, or students or infringe upon the rights of other members of The College Community;
- 2) that, although all members have a right to participate in the political processes, they do so only as individuals or through organizations recognized by The College, but never as representatives of The College. No contributions may be solicited in the name of or collected by Saint Joseph's College for political purposes. Campus-based organizations seeking such contributions must include in such solicitations a statement to the effect that these donations are not for the use of The College and are not tax-deductible as gifts to The College. In addition, the seal of The College may not be used on any literature or advertisements used for political purposes. The name of The College may be used only for purposes of identification of members of The College community;
- 3) that, all members of the community are free to support candidates or issues and to invite speakers to the campus for these purposes. Any procedures required by The College before such speakers are invited will be designed only so as to insure that facilities are properly scheduled, adequately prepared and that these events are conducted in a manner appropriate to the academic setting. Institutional control of campus facilities is not to be used as a device of censorship. The College Judicial Board shall have jurisdiction in the event of disagreement;

† This document was adopted by the college Council on 12 October 1972 and approved by the student body progressively on 24 October 1972 and finally on 10 November 1972.

- 4) that, students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or to teach students on the grounds of the beliefs of the students or of the possible uses to which they may put the knowledge to be gained in a course. The student should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or his own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, such as political activism or personal beliefs;
- 5) that, The College, as an institution, cannot authorize the use of its facilities, funds, or property for any activities involving political figures or issues other than those required to provide a forum for discussion of political ideas on campus. No candidates for public office or their representatives are to receive any funds belonging to The College, nor shall any member of The College Community use for political purposes The College's mailing lists, bulk mailing privilege, interoffice mail system, or printing facilities. Use of class and lecture rooms shall be at the regular rate.
- 6) that, The College cannot provide office facilities to any political organization whose primary purpose is either the election of candidates to public office or the influencing of public opinion beyond the limits of the campus. Office space may only be granted to those political organizations composed entirely of members of The College Community;
- 7) that, any admission fees charged for political speakers in excess of the costs of College facilities be turned over in their entirety to The College.

STATEMENT OF POLICY ON FREEDOM OF ASSEMBLY†

1. Freedom of assembly in a college community can be understood only in the context of academic freedom and human rights.
2. Recognizing that a healthy pluralism of ideas is essential for personal growth, Saint Joseph's College supports the freedom of members of its community to assemble peacefully on campus to discuss and demonstrate their views and feelings on matters of concern. The College will endeavor to protect the appropriate exercise of this freedom of assembly from disruption and interference.
3. Since such assemblies are a supplement to existing channels of communication in the community, and since only a segment of The College will ordinarily be involved, the rights and freedoms and normal activities of other members of The College must be acknowledged and respected. A consciousness of the social dimensions of The College Community, and a recognition of the dignity of its commitment to education must also guide the exercise of this freedom.
4. Space and facilities at Saint Joseph's are limited, and the legitimate demands of the community necessitate orderly procedures for their allocation. Groups desiring use of space on campus are required to notify the office responsible for coordination of campus facilities. Depending on the needs and the size of the expected group, and in consideration of other functions and events on campus at the time of the scheduled assembly, suitable indoor or outdoor space will be noted for the group's use. Advance notice will generally insure adequate accommodation.
5. If the occasion for an extraordinary assembly should arise, the regular operations and special functions of The College must be no less respected. If a scheduled or unscheduled assembly becomes, by location or by its nature, disruptive of rights and freedoms in The College Community, the Dean of Students or his delegate will consult with those in assembly and advise them of the necessary remedies. In most cases, maintenance of order, compliance with existing College regulations, or simple relocation will be sufficient remedy.

† This Statement was approved by the College Council 3/13/69 and by the General Assembly 5/13/69

6. Deliberate interference with or disruption of the regular operations or authorized activities of The College are direct violations of academic freedom, and will not be tolerated. The use of force and promotion of fear are especially reprehensible in a community dedicated to the freedom of personal development, and The College would be promoting injustice if some of its members were allowed to transgress the rights of other members through force or intimidation. The immediate remedy for use of force or violence will be dispersal, so that in a more reasoned atmosphere the issues may be more profitably examined.

7. If an assembled group does not voluntarily disperse when warned that its behavior is unacceptable in The College Community, the President of The College or his delegate may request the civil authorities to take action to restore order to The College. Members of The College Community must remember that certain actions, by their nature, are violations of public law and render them liable to prosecution or civil claims.

8. Persons not associated with The College do not share this freedom to participate in assembly within the academic community. Their presence on campus is contingent not merely on their compliance with standards maintained in The College. They may be asked to leave the campus at any time by an authorized official of The College. Failure to accept the directions of authorized College officials will render non-members of The College liable to action by public authorities.

9. Members of The College Community are responsible for their conduct in assemblies, and may be charged with misconduct for their actions in or direction of an assembly which violates the principles described in this statement. Precautionary suspension of members of The College Community may be an immediate remedy for the deliberate transgression of the rights of others, the use of force, or refusal to disperse. The appropriate judicial body will determine culpability and disciplinary action, which may include suspension or dismissal in serious cases.

RIGHTS AND FREEDOMS OF STUDENTS

During the period from 1966 to 1968, under the auspices of the American Association of University Professors and ten national educational associations, a Joint Statement on Rights and Freedoms of Students was developed by representatives of faculty, administrators and students. This Statement, along with the endorsements and qualifications of national associations, was adopted in principle by the College Council in April 1969 as a guideline to be used with other sources in developing policies in accord with the traditions and goals of Saint Joseph's as a Catholic liberal arts college. Excerpts from this Statement of particular interest to faculty are printed below. (The full text may be found in the *Student Handbook*.)

Preamble

Academic institutions exist for the transmission of knowledge, the pursuit of truth, the development of students, and the general well-being of society. Free inquiry and free expression are indispensable to the attainment of these goals. As members of the academic community, students should be encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth. Institutional procedures for achieving these purposes may vary from campus to campus but the minimal standards of academic freedom of students outlined below are essential to any community of scholars.

Freedom to teach and freedom to learn are inseparable facets of academic freedom. The freedom to learn depends upon appropriate opportunities and conditions in the classroom, on the campus, and in the larger community. Students should exercise their freedom with responsibility.

The responsibility to secure and to respect general conditions conducive to the freedom to learn is shared by all members of the academic community. Each college and university has a duty to develop policies and procedures which provide and safeguard this freedom. Such policies and procedures should be developed at each institution within the framework of general standards and with the broadest possible participation of the members of the academic community. The purpose of this statement is to enumerate the essential provisions for student freedom to learn. . .

I. In the Classroom

The professor in the classroom and in conference should encourage free

discussion, inquiry, and expression. Student performance should be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards.

- A. **Protection of Freedom of Expression.** Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.

- B. **Protection Against Improper Academic Evaluation.** Students should have protection through orderly procedures against prejudices or capricious academic evaluation. At the same time, they are responsible for maintaining standards of academic performance established for each course in which they are enrolled.

- C. **Protection Against Improper Disclosure.** Information about student views, beliefs, and political associations which professors acquire in the course of their work as instructors, advisors, and counselors should be considered confidential. Protection against improper disclosure is a serious professional obligation. Judgments of ability and character may be provided under appropriate circumstances, normally with the knowledge or consent of the student.

CONFIDENTIALITY OF STUDENT RECORDS

The College Council on 9 May 1973 adopted a Policy on Confidentiality of Student Records based on norms recommended by the American Association of Collegiate Registrars and Officers of Admission. The President gave approval on 15 June 1973. Excerpts from the Policy of particular interest to faculty are printed below. (The full text may be found in the *Student Handbook*.)

* * * * *

To affirm its obligation to protect the students against improper disclosure of information containing student records, The College adopted the following procedures as policy:

I. Academic Files

A. Academic Records

An academic record (from which transcripts are made) and a file are kept for each student. The academic record informs only on academic matters. A notice of disciplinary action, such as suspension and expulsion, which affects the student's academic status, will become a part of the file but will not be noted on the academic record. Notice of such action will be preserved in the student's file until such disciplinary action has been terminated; the notice will be destroyed at that time.

College records will not reflect the political activities or beliefs of students. Similarly, faculty and staff are advised to guard against the improper disclosure of information pertaining to the political beliefs and association of students acquired in the course of the work as instructors, advisors and counselors.

B. Release of Academic Information

1. Disclosure to the Student Himself

- a. A student should be entitled to a transcript of his academic record. However, a student is not entitled to access to other records in his file which contain confidential information.
- b. A student has the right to inspect an accurate copy of his academic record (from which transcripts are made) and is en-

titled to an explanation of any information recorded on it. When the original is shown, examination should be permitted only under conditions which will prevent its alteration or mutilation. . . .

2. Disclosure to Faculty and Administrative Officers of the Institution.

- a. Faculty and administrative officers of the institution who have a legitimate interest in the material and demonstrate a need to know should be permitted to look over the academic records of any student.
- b. The contents of the official folder of a student should not be sent outside the Office of the Registrar or other records office except in circumstances specifically authorized by the registrar or the custodian of the other records. Normally a permanent record card should never leave the Office of the Registrar since copies can readily be prepared. . . .

3. Disclosure in Response to Telephone Inquiries

- a. The following information may be released since it is deemed part of the public record:
 - 1) whether or not the student is currently enrolled
 - 2) the school or division in which he is or was enrolled and his class
 - 3) dates of enrollment
 - 4) degree(s) earned, if any, date, major or field of concentration, and honors received.
- b. Urgent requests for student information, e.g., address, telephone number, or immediate whereabouts, based upon an apparent emergency, should be handled by the Registrar, including reference to the Dean of Students or other appropriate officer or individual.

4. Student Directories

- a. If student directories are published for general distribution, each student should be given the opportunity to direct that his address and telephone number be omitted. The directory for College students, currently published by the Office of the Registrar, does not come under this clause, since distribution is limited to depart-

ments and administrative offices.

5. Disclosure by Offices Other than Registrar

- a. The foregoing guide lines are applicable to handling any request for academic information about students or former students received by any member of the faculty, administration, or clerical staff. The guide lines are intended to protect the individual's right to privacy and the confidentiality of his academic records throughout the institution.
- b. All institutional personnel should be alert to refer promptly to the Office of the Registrar or other appropriate office requests for transcripts, certifications or other information which that office typically provides. Faculty members and the various institutional offices should restrict their responses to acknowledging when appropriate, the receipt of requests for student information, or limit their response to that information germane to their sphere of responsibility or their relationship to the student, e.g., faculty adviser, major professor, etc. . . .

II. Counseling Records

A. Credentialing Records

1. These files contain only letters of recommendation requested by the student. These files are not open to the student. The student may, however, request the destruction of outdated letters of recommendation. Credentialing records may be released to specified individuals or agencies only upon the written consent of the student.

B. Other Counseling Records

1. Student Records on file in the Counseling Center are not open to any person on or off campus unless written consent of the student specifying who may see the records is in the student's file. . .

CONSTITUTION OF THE FACULTY SENATE

Article I

A. Purposes and Objectives

In the elaborately structured contemporary American college, with its dependence on the contributions of many important professional groups, the unique role of the Faculty must always be recognized. The Faculty, as the group primarily responsible for The College's essential activity, education, shall exercise its corporate role through a faculty senate.

B. Rights and Duties of the Faculty Senate.

1. The Senate shall be primarily responsible for recommendations concerning and the evaluation of all academic matters.
2. The Senate shall also be the vehicle through which the Faculty may express its voice on other matters relating to the welfare of The College.
3. The Senate shall have the right and duty to advise the President of The College, the Executive Vice-President, and the College Council in all areas of College activity.

Article II

Composition

The Senate shall consist of all full-time ranked officers of instruction.

Article III

Executive Council of the Faculty Senate

- A. **Function.** The members of the Senate shall elect an Executive Council which shall represent them and in that capacity shall conduct business and take action in their name.

B. Composition.

1. **Membership.** The Executive Council shall consist of twelve full-time ranked officers of instruction. Each of the four divisions of The College (that is, Natural Sciences, Social Sciences, Humanities, and Business) shall elect one Councilor to represent its particular division. Each of the four ranks (that is, Instructor, Assistant Professor, Associate Professor, and Full Professor) shall elect one Councilor to represent its particular rank. The remaining four Councilors shall be elected at large by all full-time ranked officers of instruction. In the election following the adoption of the Constitution, two Councilors from each constituency (that is, divisional, rank, and at large) shall be elected to a two-year term, and two Councilors from each constituency shall be elected to a one year term (the determination will be made by lot).
2. **Term of Office.** Councilors shall be elected to a term of two years, except that in the election following the adoption of the Constitution, half of the Councilors shall be elected to one year terms. The term of office shall begin on the first of May.
3. **Nomination and Election of Council Members:**
 - (a) **Eligibility to vote.** All full-time ranked officers of instruction shall be eligible to vote provided that their appointment will continue through the next academic year.
 - (b) **Eligibility to hold office as Councilor.** All full-time ranked officers of instruction whose duties are not primarily administrative are eligible to serve as Councilors. Faculty members on authorized leaves of absence will not be eligible for election unless they are returning to The College in time to begin their term of office.
 - (c) **Nomination procedure.** In January preceding the election, the President of the Senate shall appoint an election committee. This committee shall have a nominating ballot sent to eligible faculty members on or before February 15. Eligible faculty members shall make one nomination for each vacancy for which they are eligible to nominate. The nominating ballot must be returned and received no later than February 28. The nominations shall be no more than twice the number of vacancies except in the event of a tie. Those who receive the highest number of nominations shall be considered nominated.

(d) Election procedure. Following the nominations, the election committee shall prepare the election ballot which shall be given to eligible faculty members in sufficient time to allow the vote to be returned and received no later than April 15. All balloting, whether in the case of nominations or elections, shall be anonymous. Election will be by a plurality of those voting provided that fifty per cent of the members of eligible faculty members in each constituency participate. If no one has a majority, a run-off election shall be held between the two leading candidates.* The results of the election shall be made public before the end of April.

(e) Vacancy. In the event of a vacancy in the Executive Council, a replacement shall be elected by the appropriate constituency to fill out the remainder of the term.

C. Officers of the Executive Council.

1. Composition. The officers of the Executive Council of the Faculty Senate shall consist of a president, vice president, and secretary. The President of the Executive Council shall preside over the meetings of the Council. The Vice President shall exercise all the powers and duties of the President in the latter's absence. The Secretary shall notify all members of the Senate of the meetings of the Executive Council and shall keep the minutes of all its meetings.

2. Terms of Office. The President, Vice President, and Secretary shall be elected to one year terms.

3. Nominations and Elections of Officers:

(a) The order of nomination and election shall be President, Vice President, and Secretary.

(b) The Officers of the Council will be elected by the Executive Council from its members at a meeting in May.

(c) Only those Councilors present at the meeting shall be eligible to nominate and vote.

(d) Nominations shall be by voice; election, or by secret ballot. A majority of the votes cast for an office shall be necessary to elect. If no one has a majority, the Councilors shall choose between the two leading candidates.

D. Committees of the Executive Council.

1. Types of Committees. There shall be three kinds of committees; an executive committee, standing committees, and special committees.
2. Membership on Standing and Special Committees. All members of the Senate are eligible for appointment to standing and special committees. All committee members shall be appointed by the President of the Council with the consent of a majority of the Councilors.
3. Minutes and Reports. All minutes and reports of the committee shall be distributed to all the members of the Senate and to the President of The College.
4. Executive Committee:
 - (a) It shall consist of the President, Vice President, and Secretary of the Executive Council.
 - (b) It shall decide the agenda of Council meetings.

E. Rules of Order for the Executive Council.

On all questions not specifically covered by the bylaws of the Executive Council, Robert's Rules of Order shall govern.

F. Meetings of the Executive Council.

1. Regular meetings shall be called by the President of the Executive Council and shall meet at least once each semester - fall and spring.
2. Special meetings of the Executive Council may be called at the written request of one fourth of the members of the Executive Council, one-fourth of the full time ranked officers of instruction, or the President of The College.
3. Agenda. The Executive Committee shall determine the agenda of

meetings of the Executive Council. The agenda shall include any matter requested by the President of the Council, one-fourth of the members of the Council, or ten full-time ranked officers of instruction. The President of The College may submit matters to the Executive Council for its consideration and recommendation. New business may be taken up but not voted upon at a meeting of the Executive Council upon the request of any member of the Senate present at the meeting.

4. Conduct of Business:

- (a) All members of the Senate shall be given adequate written notice of all meetings of the Executive Council and may attend all meetings of the Executive Council with full rights of discussion. They shall have the right of a consultative vote on motions of the Executive Council as a way of giving it an expression of opinion of those members present.
 - (b) The President of the Council can recognize only motions made by members of the Council, except in the case of a motion to take up new business.
 - (c) A majority of the Executive Council shall constitute a quorum.
 - (d) All actions taken by the Executive Council will require a majority vote of those Councilors present and voting. A minority recommendation can be made by one member of the Executive Council.
5. Minutes. All members of the Senate shall receive the minutes of all meetings of the Executive Council. In recording the votes of Councilors, their names shall be included in the minutes.

Article IV

Amendments

- A. Proposed. Amendments may be proposed as follows:
- 1. A majority of the Councilors may propose an amendment.
 - 2. Ten percent of the full-time ranked officers of instruction may propose an amendment.

- B. Ratified. To be ratified, an amendment must be submitted in writing to all faculty members eligible to vote for Council members and must be approved by a majority of those eligible to vote.

Article V

Ratification of Constitution

This Constitution shall become effective upon its approval by a vote of a majority of the full time ranked officers of instruction.

ADMINISTRATIVE ORGANIZATION OF SAINT JOSEPH'S COLLEGE

Introduction

1. Saint Joseph's College — a Catholic, Jesuit liberal arts institution — is a corporation chartered under the laws of the Commonwealth of Pennsylvania as "The Saint Joseph's College in the City of Philadelphia."
2. This corporation is governed by the Board of Directors and in their name, and as chief executive officer, by the President of Saint Joseph's College to whom the Board delegates full operational responsibility. All officers of administration, committees, boards and agencies of College governance are ultimately responsible to the President.
3. The President and Board of Directors, after consulting The College Community, have established a policy-making apparatus, consisting of a College Council, and four Standing Committees, as described in the Statute of College Governance Structure. Through these bodies, faculty, students and administrators share in the making of College policies. The statute pertaining to the structure, scope and functions of these bodies is modifiable according to existing procedures, subject to the approval of the President and the Board of Directors.
4. Saint Joseph's College has a central administration, including the principal academic, business and other administrative officers, whose functions are institution-wide. Officers of administration are appointed by the President and they are responsible to the President and the Board of Directors.
5. Saint Joseph's College consists of two academic divisions, commonly known as the College and the Evening College, with ancillary graduate programs in each. Each of these divisions has its own academic administration under a Dean, and its own student body. The two academic divisions have separate as well as common policies governing admission; general education requirements; retention, promotion and graduation of students; specific requirements for various majors; majors and courses offered; student organization; and so forth. Coordination of the two divisions is the responsibility of the Executive Vice President.
6. Policy statements adopted and approved by appropriate policy-making machinery may apply to the College only, or to the Evening College only, or to both as specified.

7. The academic departments are institution-wide, operating, as majors and course offerings warrant, in both the College and the Evening College. Department Chairmen are responsible to their respective Deans in all matters affecting their jurisdiction, as well as to the Executive Vice President.
8. There are two Graduate Programs -- in Chemistry and Education. The former is under the jurisdiction of the Dean of the College; the latter, the Dean of the Evening College. Coordination of the two programs is the responsibility of the Executive Vice President.

Educational Administration

The sections which follow describe the current organization of educational administration of Saint Joseph's College: *

- I. Departments, Committees and Boards
- II. Officers of Educational Administration

Executive Vice President

Academic Deans

- Associate Deans
- Assistant Dean
- Director of Admissions
- Registrars
- Director of Financial Aid

Librarian

Dean of Students

I. Departments, Committees, and Boards

A. Departments of Instruction

1. The more conveniently to serve its instructional purposes, the
- * The administrative organization of Saint Joseph's College is subject to change at the direction of the President.

Saint Joseph's College faculty shall be divided into several instructional departments with a subject matter proper to each department. The official Catalog shall list these departments.

2. Members of the instructional staff shall hold rank in that department in whose subject matter they offer instruction, and if they receive tenure it will be in the department to which they belong.
3. Each department shall be supervised by a chairman, whose qualifications, method of selection, general responsibilities and functions are specified in the Statement on the Department Chairmen.

B. Committees

1. Committees shall also be appointed by the President to assist in definite areas in need of continuing attention. Their function may include not only the further specification of officially approved policy but also the development of new recommendations for the continued improvement of the defined area.
2. The areas assigned to Committee attention may include but not be limited to the following: Honors Program; Community Relations; Retirement and Pension Plan; Scholarships and Student Aid; Academic Computing; Summer School; etc.
3. The Committee on Scholarship and Student Aid shall report directly to the President. The Committee on Retirement and Pension Plan shall report to the Chief Financial Officer. Other regular Committees shall report to the Vice Presidents or to the Deans as specified.
4. The Standing Committees of the College Council are nominated by the Council's Executive Committee, unless specified otherwise by the Statute of College Governance Structure, and membership is submitted to the Council for approval. The Standing Committees shall report to the College Council.

C. Boards

1. Boards shall be appointed by the President in a continuing capacity to a primarily judgmental function, that is, to administer and apply in specific cases College policy formally approved.

2. Among the areas assigned to Board attention shall be: Admissions, Athletic Policy Budget, Faculty Research, Rank and Tenure, Student Academic Review, Faculty Compensation, The College Judiciary, and Health and Legal Professions Advisory functions. Boards shall report to the President, Vice Presidents or Deans as specified.
3. In some cases, as stipulated in Statutes or in policy statements adopted by the College Council and accepted by the President, members of Boards may be elected or selected by other bodies.

D. Ad Hoc Committees

These committees shall be appointed by the President or by the Executive Vice President both within and, as occasion suggests, outside the Standing Committee structure to study and submit recommendations on specific problems. Ordinarily an ad hoc committee shall be dissolved as soon as the specific study is completed.

E. Executive Conference

1. The Executive Conference shall consist of the President, the Executive Vice President, the Vice President for College Relations, the Chief Financial Officer, the Academic Deans, the Director of Campus Ministry, the Associate and Assistant Academic Deans, the Dean of Students, the Associate Dean for Residence Life, the Director of Admissions, the Director of Financial Aid and the Presidents of the Student Associations. Other officials or administrators shall be called in to individual meetings for specific purposes. The President shall act as Chairman.
2. Its regular function shall not be policy determination but communication and coordination among College-wide programs and procedure. Ordinarily, meetings shall be held each week.

II. Officers of Educational Administration

A. Executive Vice President

The Executive Vice President:

1. shall be appointed by the President of The College after consultation with the Board of Directors. His term of office shall be of indefinite

duration.

2. shall be the chief administrative assistant to the President for educational and organizational aspects of The College operation.
3. shall be primarily an executive officer who carries into effect such policies as have been approved by the President and Board of Directors by coordinating such policies and communicating them to the other College officials.
4. shall periodically evaluate implementation of policies and report findings to the President and the Board of Directors.
5. shall advise the President concerning appointments to boards, committees, and offices of administration in his areas of responsibility.
6. shall contribute to the development of policy through the participation in the work of the College Council and of committees.
7. shall be *ex officio* Chairman of the College Council and of its Executive Committee, of general meetings of the faculty, and of the Board on Rank and Tenure; shall schedule meetings of these bodies, issue notices, provide for the recording, publication and distribution of proceedings; shall apprise the President of actions taken by these bodies, obtain decisions of approval, and notify the parties concerned of administrative decisions; shall maintain the official records of the faculty on rank, tenure and professional achievement.
8. shall supervise those administrators and others who are immediately and directly responsible to him:
 - a. Academic Deans
 - b. Dean of Students
 - c. Chairmen of departments (insofar as they are responsible to him) and of committees designated to report to him.
 - d. Head Librarian
9. shall exercise *ex officio* functions in four general areas:
 - a. academic organization, including the academic calendar

- b. supervision and coordination of operations of the several academic units of the institution, including the College and the Evening College, Graduate Programs, Summer Sessions and Special Programs.
 - c. final review and approval of faculty recruitment, appointments, contracts or agreements and salaries.
 - d. supervision of the administration of student personnel services and activities.
10. shall supervise the process of selecting Department Chairmen and submit recommendations to the President for appointment.
 11. shall conduct elections for the Board on Rank and Tenure, the College Council and other bodies as provided for by the College Governance Structure.
 12. shall develop and administer the budget for his office.
 13. shall exercise such other functions as he may be directed by the President or the College Council to perform.
 14. shall report regularly to the President.

B. Academic Deans

The Academic Dean of the College and the Academic Dean of the Evening College:

1. shall be appointed by the President after consultation with the Board of Directors for a term of office of indefinite duration.
2. shall be the chief academic officers of their respective colleges, with the responsibility of carrying out the directives of the President as indicated through the Executive Vice President, and shall be responsible directly to the Executive Vice President.
3. shall, with the approval of the Executive Vice President, issue contracts or salary agreements to faculty members under their jurisdiction.

4. shall supervise the educational activity of their colleges, curricula, courses, methods of instruction and faculty classroom performance, and shall work with the Executive Vice President on the formulation of the academic calendar.
5. shall supervise the planning of teaching assignments and the introduction of new courses, recommend the hiring of additional faculty, allocate faculty offices and secretarial assistance, and supervise other departmental affairs.
6. shall, after consulting with Department Chairmen, authorize faculty leaves of absence on specified terms, and approve sabbaticals recommended by the Board on Faculty Research.
7. shall cooperate with Department Chairmen in securing the services of competent faculty members, as well as recommending these to the Executive Vice President for Presidential appointments, and review recommendations for promotion and tenure for presentation to the Board on Rank and Tenure.
8. shall be concerned with professional growth of the faculty, including research and publication.
9. shall be responsible for presenting to the President the list of qualified candidates for graduation.
10. shall review, in consultation with the appropriate Board on Academic Review, academic problems of students, and act on the Board's recommendation to dismiss students for academic reasons, under The College's academic standards policy.
11. shall periodically review policy on admissions and transfers.
12. shall supervise the publication of the annual catalog.
13. shall prepare and administer the annual budget for the Office of the Dean.
14. shall see to it that all academic policies adopted by The College Council and accepted by the President shall be executed in appropriate ways.

15. shall make periodic reports as well as an annual written report to the President, and to the Executive Vice President on the implementation of policies and on the academic improvement of their respective Colleges.

16. shall perform such other functions as may be delegated by the President or the Executive Vice President.

17. The Dean of the College shall:

(i) supervise the following officials who are immediately and directly responsible to him:

Associate Academic Dean
Assistant Academic Dean
Department Chairmen
Director of Admissions
Directors of Special Academic Programs
Director of Financial Aid
Registrar of the College.

(ii) shall be Dean of the Graduate Chemistry Program

(iii) shall, in consultation with Department Chairmen, review all departmental budgets before they are submitted to the Board on Budget.

(iv) shall be responsible for the Commencement program.

18. The Dean of the Evening College shall:

(i) supervise the following officials who are immediately and directly responsible to him:

Associate Academic Dean of the Evening College
Department Chairmen
Coordinator of Educational Programs
Director of Student Affairs
Director of Financial Aid
Registrar of The Evening College

- (ii) shall be responsible for administering the scholarship program of the Evening College.
- (iii) shall be Dean of the Graduate Education Program.
- (iv) shall supervise, with the assistance of the appropriate officer responsible for public relations, the Evening College promotional programs.
- (v) shall see to it that the Statute on The College Judiciary shall be applied in an appropriate manner to students in the Evening College.
- (vi) shall be responsible for approving student activities, under the President's and College's regulations, and for approving the policies which are implemented by the Director of Student Affairs.

C. Associate Academic Deans

The Associate Academic Deans:

1. shall be appointed by the President for an indefinite term of office, report directly to the Academic Deans of their respective colleges.
2. shall carry out such duties and responsibilities of the Academic Deans as may be delegated to them by the Deans.
3. The Associate Academic Dean of the College:
 - (i) shall review proposals for new courses, changes in departmental programs, and new programs, recommending action to Academic Dean, and, if necessary to the College Council.
 - (ii) shall provide coordination with the Registrar of the College on teaching assignments, section sizes, and scheduling, reporting to the Academic Dean on implications for staffing and overloads.
 - (iii) shall carry out special studies or provide staff assistance in the general academic area, as assigned by the Academic Dean at the request of the Executive Vice President.

- (iv) shall coordinate advising and evaluation of credits of students studying abroad.
- (v) shall prepare an annual budget for the office, and administer the approved budget.

4. The Associate Academic Dean of the Evening College:

- (i) shall be the executive officer of the Academic Dean of the Evening College in areas designated by the Dean.
- (ii) shall be Chairman of the Board on Student Academic Review and shall submit to the Dean for appropriate action the names of students recommended by the Board for dismissal or probationary status on academic grounds.
- (iii) shall supervise the office staff of the Evening College.

D. Assistant Academic Dean

The Assistant Academic Dean:

1. shall be appointed by the President for an indefinite term of office, and he shall report directly to the Academic Dean of the College.
2. shall carry out such duties and responsibilities as may be delegated by the Dean.
3. shall supervise all academic advising and, with the aid of the Registrar, shall provide appropriate information and assistance to departments for use of advisors; shall be responsible for ensuring that the provisions of the Statement on Academic Advising (printed in this *Handbook*) be carried into effect by the various departments; and shall, if a specific department appears remiss in its advising responsibilities, bring this matter to the attention of the Dean.
4. shall monitor the general education requirement and call to the attention of the Dean any deviations from it in practice.
5. shall certify the completion of degree requirements.
6. shall process all requests for change of major, withdrawal from or

addition of courses, and acceptance of credit for courses taken by students of the College in the Evening College, at other institutions, or at summer sessions of Saint Joseph's College or other institutions; and shall approve transfer credit for students admitted from institutions.

7. shall grant leaves of absence to students and process withdrawals from the College.
8. shall be Chairman of the Board on Student Academic Review and shall submit to the Dean for appropriate action the names of students recommended by the Board for dismissal or probationary status on academic grounds.
9. shall assist instructors and faculty advisors in investigating such reasons for poor academic performance as excessive absence from class, and may, in certain cases, refer students to the Counseling Center.
10. shall prepare an annual budget for his office and administer the approved budget.
11. shall submit an annual report to the Academic Dean of the College, with copies for the President and Executive Vice President.

E. Director of Admissions

The Director of Admissions:

1. shall be appointed by the President for an indefinite term of office, and shall report directly to the Academic Dean of the College.
2. shall be the officer directly responsible for administering College policies for the admission of freshmen and transfer students to the College. He shall supervise rosters of freshmen and transfer students. The Assistant Director of Admissions shall perform such duties as may be designated, and shall report to the Director.
3. shall be Chairman of the Board on Admissions.
4. shall be responsible for the arrangement of recruitment visits and

programs, and shall, in consultation with the Office of College Relations, see to the preparation of promotional literature for admissions.

5. shall interview applicants for admission and supervise the processing of applications.
6. shall be a member of the Committee on Scholarships and Student Aid, and shall be primarily responsible for advising that Committee on the selection of scholarship candidates, and shall consult with departments, offices and organizations sponsoring scholarships.
7. shall determine credit to be given and courses to be taken by applicants requesting advanced placement, and shall coordinate with Department Chairmen on appropriate levels in various subjects for incoming freshmen and on credit or placement for students presenting Advanced Placement scores.
8. shall process and render a decision on all applications for readmittance to the College or for transfers into the College from the Evening College or from other institutions, according to guidelines approved by the Dean, and shall obtain from the Assistant Academic Dean the evaluation of transfer credit.
9. shall prepare an annual budget for the office and administer the approved budget.
10. shall provide reports on admissions to appropriate officers of administration and submit an annual report on the operations of the office to the Dean, with copies to the President and Executive Vice President.

F. Registrars

The Registrars:

1. shall be appointed by the President for an indefinite term of office and shall report directly to the Academic Deans of their respective Colleges.
2. shall record the schedules of all students currently enrolled in their Colleges, and shall have charge of all permanent academic records of

present and past students, preserving these records in some suitable place.

3. shall have responsibility for the following functions:

(i) directing student registration

(ii) scheduling courses and final examinations

* (iii) checking the credentials of candidates for graduation and academic honors.

(iv) preparing and distributing to the appropriate parties reports on student grades, and supplying transcripts of records.

(v) preparing statistical reports, for example, on enrollment, grade distribution, faculty teaching load, lecture and laboratory section size, retention and withdrawal of students.

* (vi) preparing the student directory.

* 4. shall prepare an annual budget for the office and administer the approved budget.

5. shall prepare an annual report for the appropriate Academic Dean with copies for the President and the Executive Vice President.

G. Director of Financial Aid

The Director of Financial Aid:

1. shall be appointed by the President after consultation with appropriate officer of administration.

2. shall administer the student financial assistance program with dual responsibility to academic and financial administrative officers.

3. shall report and be responsible to the Dean of the College concerning the standards and requirements relating to academic quali-

* Does not refer to the Evening College.

fications of applicants. In matters of financial aid to evening students, responsibility shall be to the Dean of the Evening College.

4. shall be responsible for administering the financial assistance program, including such procedures as the publications of financial aid information, the receipt of applications for all forms of financial assistance (scholarships, grants-in-aid, loans, work scholarships and work-study program); evaluation of financial need and qualifications of applicants according to established criteria; decisions concerning the amounts and kinds of financial aid to be granted; and maintenance of records necessary for the operation of his office; and compliance with all legal restrictions and institutional policies pertaining to financial assistance funds.
5. shall work in coordination with the Director of Admissions of the College to explain financial assistance opportunities during the recruitment process and to provide for the needs of incoming freshmen, and shall consult, as appropriate, with other officers of administration.
6. shall work in coordination with the Treasurer, who is responsible for the custody and disbursements of all funds for student financial assistance, for all aspects of their accounting and reporting, and for informing the Director of Financial Aid concerning limitations and restrictions on the use of financial assistance funds.
7. shall be a member of and seek advice from the Committee on Scholarships and Financial Aid.
8. shall prepare an annual budget for the office and administer the approved budget.
9. shall submit an annual report to the Deans with copies for the President and Executive Vice President.

H Librarian

The Librarian:

1. shall be appointed by the President for an indefinite term of office, and shall report to the Executive Vice President.
2. shall possess a professional degree in library science at the Master's

level and shall have had appropriate experience.

3. shall be responsible for the recruitment and professional development of the Library staff, presenting recommendations for the appointment of professional Librarians to the Executive Vice President and working through the Office of the Personnel Director for other appointments.
4. shall organize and administer the operations of the Library staff.
5. shall, in consultation with the Executive Vice President, formulate and execute Library policy, and make recommendations to appropriate governance and planning bodies with respect to the role and needs of the Library in the educational process, as well as the implications for the Library of academic programs.
6. shall have primary responsibility for managing the Library as a major educational support to the work of Deans, Department Chairmen, faculty, students and other members of The College Community.
7. shall supervise the ordering, purchase and cataloging and maintenance of Library materials and equipment.
8. shall welcome the assistance of Department Chairmen in the selection of books and periodicals in the departmental field.
9. shall determine the hours of Library service and provide adequate staffing.
10. shall make needed statistical reports on Library holdings to Deans and to Department Chairmen.
11. shall prepare an annual budget for the Library and administer the approved budget.
12. shall prepare an annual report for the Executive Vice President with copies to the President, and the Academic Deans.

I. Dean of Students

The Dean of Students:

1. shall be appointed by the President with the approval of the Board of Directors for an indefinite term of office, and shall report to the Executive Vice President.
2. shall in accord with approved policies of Saint Joseph's College, be the administrative officer directly responsible for the organization, coordination and supervision of all those non-instructional activities and services in the area of student affairs which contribute to the total development of the student in accordance with the educational philosophy, aims and objectives of the College.*
3. shall be responsible for residence life; counseling services; student organizations, activities, and programs; the management of the Campion Center; co-curricular cultural programs; the Bluett Theatre; athletics and recreation; the Dispensary; medical insurance for students; and such other duties related to the general welfare and development of the student body as may be assigned by the President or the Executive Vice President.
4. shall supervise the activities and services of the following offices: Associate Dean for Residence Life; Director of the Counseling Center; Director for Co-curricular Affairs; Theatre Director; Director of Athletics; College Physician and Director of Medical Services.
5. shall, in order to promote the educational philosophy, aims and objectives of the College, consult regularly and cooperate with the Academic Dean and the Director of Campus Ministry; and shall, in order to promote the welfare of students, cooperate with the Business Manager and the Director of Operations in the areas of food service, maintenance and security.
6. shall be accountable to the Chief Financial Officer for all income-producing activities under his supervision in the Campion Center and elsewhere.

* These responsibilities in the Evening College are exercised by the Director of Student Affairs, who consults as appropriate with the Dean of Students.

7. shall, after consulting with the Academic Dean, recommend to the Executive Vice President the appointment of advisors of student organizations and activities, and inform the advisors of their functions and responsibilities.
8. shall be responsible for the preparation of all budgets in the student services area, and shall review all budget requests of the officers named in Par. (4) above before they are submitted to the Board on Budget.
9. shall interpret College policies to the Student Association and other student organizations.
10. shall see to it that student elections or appointments to College governing bodies are effected according to statutory policies.
11. shall be responsible for the regulation of all non-instructional use of College facilities (except as specified otherwise by the President or Executive Vice President); shall be responsible for the coordination, calendaring and appropriate preparation of all such campus activities. (For outside uses of College facilities, the Dean of Students shall consult as appropriate with the Executive Vice President, the Vice President for College Relations, and the Academic Deans; shall, for financial arrangements on outside uses, be accountable to the Financial Office; and shall, for physical arrangements, maintenance and security, coordinate with the Director of Operations.)
12. shall recommend to the President the appointment of Faculty Residents and see to it that these Advisors are conversant with College residence policies and regulations.
13. shall participate in the development of policies in the area of student life, particularly through the Standing Committee on Student Affairs, and will see to it that the Standing Committee receives needed staff support.
14. shall be responsible for implementing the provisions of the Statute on The College Judiciary, and providing such staff support as the Judicial bodies may need.
15. shall submit an annual report to the Executive Vice President, covering the Student Personnel area, with a copy to the President.

16. shall assume such other responsibilities as may be delegated by the President or the Executive Vice President.