

SWEET BRIAR COLLEGE

FACULTY PERSONNEL MANUAL (formerly FACULTY GOVERNANCE MANUAL) TABLE OF CONTENTS

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I. HISTORY OF SWEET BRIAR

Sweet Briar College is a liberal arts college for women and offers a baccalaureate program based on both the traditional disciplines in the arts and sciences and a wide range of interdisciplinary and individualized studies. Many of these also serve as pre-professional or pre-career programs. The 3,250-acre campus is located in the foothills of the Blue Ridge Mountains, thirteen miles north of Lynchburg.

In accordance with provisions in the will of Indiana Fletcher Williams, the College was established under a charter granted by the Commonwealth of Virginia in 1901 as an educational institution for young women and as a permanent memorial to Daisy Williams, the founder's only child, who died in her seventeenth year. Mrs. Williams left her plantation, Sweet Briar, and the balance of her estate, over half a million dollars, to establish the college. *

Sweet Briar College was opened as an independent residential liberal arts college in 1906, and the first five graduates received the Bachelor of Arts degree in 1910.

By 1921 Sweet Briar held memberships in the Southern Association of Colleges and Secondary Schools, the American Association of University Women, and the American Council on Education, and it was on the approved list of the Association of American Colleges. The College is a member of the Southern University Conference, the National Association of Independent Colleges and Universities, and the College Entrance Examination Board and, since 1949, a member of Phi Beta Kappa (Theta of Virginia). The teacher preparation program has been approved by the Department of Education of the State of Virginia.

* See *The Story of Sweet Briar College* by Martha Lemmon Stohlman (Princeton University Press, 1956); *Sweet Briar: Seven Decades, 1901-1971* by Martha von Briesen and Dorothy Vickery (Whittet and Shepperson, 1972); and *The Letters of Elijah Fletcher* edited by Martha von Briesen (University of Virginia Press, 1965). All are available in the College Library.

II. THE MISSION STATEMENT OF SWEET BRIAR COLLEGE

Sweet Briar College prepares women (and at the graduate level, men as well) to be productive, responsible members of a world community. It focuses on personal and professional achievement through a customized educational program that combines the liberal arts, preparation for careers, and individual development. The faculty and staff guide students to become active learners, to reason clearly, to speak and write persuasively, and to lead with integrity. They do so by creating an educational environment that is both intense and supportive and where learning occurs in many different venues, including the classroom, the community and the world.

Approved by the Board of Directors, May 2004

Statement of Purpose in Support of the Mission

Sweet Briar's curriculum is organized on the premise that a foundation in the liberal arts enhances the development of critical and creative abilities, develops the ability to synthesize disparate information, equips the student for graduate and professional education, and encourages the individual to continue to learn long after leaving Sweet Briar.

A broadly based academic program teaches her to view her experience within wide contexts, to appreciate the achievements of the past, to understand the methods and major theories of science, to gain an appreciation of the arts, and to communicate with precision and cogency. At Sweet Briar this study takes place within a residential environment that encourages physical well being, ethical awareness, sensitivity to others, responsibility for one's actions, personal initiative, and the assumption of leadership.

A highly qualified faculty, committed to the highest standards of teaching, engages individuals on a human scale. In small classes, students receive the attention that encourages self-confidence and the improvement of skills for life and livelihood.

Sweet Briar continues its commitment as an independent undergraduate women's college in order to devote its resources to the education of women in the full range of the liberal arts, including those subjects that have been traditionally considered as male domains. It welcomes men as well as women in selected graduate programs. The College continues to seek a diverse student body, which is drawn from a national and international pool of applicants.

III. ORGANIZATION

A. ORGANIZATION OF THE COLLEGE

The organizational chart indicates the general organization of the College. The faculty and the administration operate through a committee structure, standing, temporary, or ad hoc: some members are elected, some are appointed by the President after receiving the recommendations of the Election Sub-Committee of the Faculty Executive Committee of the Faculty, and some committees have mixed membership of faculty, administration, and/or students. For a description of the composition and duties of the various standing committees, see the Faculty Rulings (yellow pages).

The Board of Directors bears the final legal responsibility for "Sweet Briar Institute," the charter name of the College. The President is the chief executive officer of the College. The Dean of the Faculty is the chief academic officer; the Vice President for Finance and Administration is the chief financial and business officer; and the Dean of Co-Curricular Life is the officer in charge of student co-curricular matters. In case of an emergency, if the President should be absent or incapacitated, the Dean of the Faculty is the second ranking officer of the College and shall assume the responsibilities of Acting President until the Directors formally appoint either an Acting President or a successor.

B. ANTI-DISCRIMINATION POLICY

In accordance with federal law and the law of the Commonwealth of Virginia, discrimination in educational programs or in employment on the basis of race, religion, nationality, sex, age, handicap, veteran status, or sexual orientation by one member of the Sweet Briar community against any other member of the Sweet Briar community will not be tolerated. Discrimination encompasses any difference in treatment on a prohibited basis. This prohibition against unlawful discrimination shall not in any way alter, affect, or negate the at-will status of any employee.

IV. STATEMENT OF THE POLICIES OF SWEET BRIAR COLLEGE IN REGARD TO ACADEMIC FREEDOM, POLITICAL ACTIVITIES, APPOINTMENT, REAPPOINTMENT, TENURE, PROMOTION, EVALUATION, AND FRINGE BENEFITS OF ITS FACULTY

A. Academic Freedom

1. The Board of Directors of Sweet Briar College has approved the 1940 Statement of Principles on Academic Freedom and Tenure, prepared jointly by the American Association of University Professors and the Association of American Colleges. The full text of this 1940 Statement as well as the 1970 Interpretive Comments may be found in the Bulletin of the A.A.U.P. (Vol. 60, No.2, Summer 1974, pp. 269-72). (Please consult the appendix to this document for the 1940 statement.)
2. Certain points of possible conflicts between this Handbook and the 1940 Statement of Principles on Academic Freedom and Tenure are noted below. In these cases the provisions of this Handbook shall control.
3. Academic freedom as defined in the 1940 Statement is a right and responsibility enjoyed by all faculty members at Sweet Briar College, with or without academic tenure.
4. Questions dealing with academic freedom may be referred to the Faculty Executive Committee.

B. Political Activities

The Board of Directors has approved the Statement on Professors and Political Activity prepared jointly by the American Association of University Professors and the Association of American Colleges (for the full text, see Bulletin of A.A.U.P., Vol. 55, No. 3, Autumn 1969, pp. 388-9), subject to the following provisos:

1. If leave of absence is granted to a faculty member for political activity of any kind, including holding political office, whether by appointment or by election, seeking election to political office, or campaigning for political office, whether for himself or another, the leave shall be without salary; fringe benefits, including payments by the College to a retirement plan, disability program, and medical insurance program, will not be paid.

2. No leave of absence for political activity will be granted for less than a semester or term or for more than an academic year.
3. A leave granted for political activity shall not be counted as service to the institution in the calculation of eligibility for fringe benefits, sabbatical leaves, promotion, or tenure.

C. Appointment

1. All full-time and part-time faculty appointments are made by the President after consultation with the Dean and the departmental chair concerned, and are ratified by the Board of Directors. The President, may at her discretion, delegate her power of appointment to the Dean.
2. Department or program chairs, after consultation with the Dean, are responsible for forming a Search Committee and initiating procedures to secure temporary or permanent, full-time or part-time faculty. Normally, all full-time members of a department are invited to serve on the search committee. In the case of small departments or programs, colleagues in related fields should be invited to serve on the Search Committee. The membership of the Search Committee should be discussed with the Dean prior to inviting individuals to serve. The procedural guidelines for a search are as follows:

a. Full-Time Appointments

- 1) Normally all full-time positions are advertised nationally in the journal usually consulted by colleagues in a particular field. It is best to request letters of reference along with curriculum vitae to save time and to avoid unnecessary correspondence. Be sure to send a copy of the ads to the Director of Human Resources, who also serves as the College's Equal Opportunity and Compliance Officer.
- 2) After consultation with the Dean and telephone interviews with key references, the top candidates should be invited to campus for interview and evaluation by all members of the department and Search Committee. Salary range and rank should be discussed with the Dean.
- 3) Plan for candidates to give one or preferably two demonstration classes with student-faculty evaluation. All members of the department and Search Committee should be invited to attend. Candidates should also be given the opportunity to have informal contact with students without faculty present.
- 4) Arrangements must be made for the candidate to see the Dean and the President.
- 5) All members of the department and Search Committee should have an opportunity to review the credentials of all applicants and should rank them in order of preference.
- 6) The Chair of the Search Committee should call a meeting of the committee to formulate a hiring recommendation to be sent to the Dean. In the event the search is unsuccessful, the Dean should be consulted before reinitiating the search process.

b. Part-Time Appointments

The procedural guidelines to be followed in making part-time appointments are as described above for full-time appointments with the exception that advertising the position nationally is not required and, depending on circumstances, the chair may waive the requirement for a demonstration class. The decision about appropriate announcement of a part-time position shall be made by the Dean of the Faculty and the Search Committee. The Search Committee may also contact other universities or colleges or appropriate colleagues to secure the names of possible candidates. The extent of the search shall be determined by the Chair of the Search Committee and the Dean of the Faculty.

3. Faculty appointments are regularly made on a nine-month basis, but salaries are paid each month throughout the calendar year. During academic year recesses and the three-month summer period, faculty members are free to use their own time, except when they may be called on for committee service or for administrative service in connection with their various departments or divisions. A full-time member of the Faculty may accept regular, term-time off-campus employment not to exceed one course per term, or the equivalent thereof in respect to time commitment, providing it does not interfere with the performance of teaching, advising, or other duties at the College. Such off-campus employment should not be undertaken without annual prior approval of the departmental chair and the Dean.
4. Contract letters to appointees from the Dean specify the terms of the appointment. This letter, together with the Statement of Policies in the matter of appointment, promotion, etc., and the appointee's signature on a copy of the letter is considered binding on both parties.
5. Since appointments *before tenure* are made on a contractual basis, they are regarded as bilateral agreements, which should not be broken by either party without sufficient reason.
6. Either the appointee or the College is free to terminate an appointment at the end of the specified period without prejudice.
7. Decisions as to reappointment, promotion in rank, and changes in salary are made by the President, subject to ratification by the Board of Directors. This follows consultation with the Dean and the department or division concerned, as represented by its chair, and when necessary, with the Personnel Committee. For those whose appointment does not expire and those on tenure, salaries are individually reviewed each year. Meritorious service, professional improvement, inequities, and changes in cost-of-living are factors taken into consideration, though not necessarily in this order.

D. Qualifications and Terms for Appointment, Tenure, and Promotion

1. Appointment at the rank of Instructor: If an individual who is appointed to the faculty has not received a Ph.D. (or an appropriate terminal degree), the appointment ordinarily shall be at the rank of Instructor. The master's degree is considered a minimum for appointment at this rank; presumption is in favor of the candidate who will have completed the doctorate by the end of the first year of service. An initial appointment as Instructor normally shall be for two years. If the Ph.D. has not been completed by the end of that period, the candidate should not expect reappointment.

2. Appointments at all other ranks: If an individual who is appointed to the faculty has received a Ph.D. (or an appropriate terminal degree), the initial appointment ordinarily shall be at the rank of Assistant Professor or above. An initial appointment to a tenure-track position normally shall be for three years, usually with a maximum reappointment of three two-year rolling contracts or a total of seven years.
3. For all professorial ranks, presumption is in favor of the doctoral degree, or, where applicable, the appropriate terminal degree. For all ranks, the following are also considered highly desirable: teaching experience, with evidence of success and promise of continuing development as a teacher; evidence of continued interest in scholarship and research, e.g., publications, papers before learned societies, current research activities. Full-time members of the faculty are expected to serve on College committees and may be requested, as part of the normal teaching load, to offer one course per year at one of the other member institutions of the Tri-College Consortium of Virginia. Service to the wider community may be considered a form of service to the College and may complement service on College committees.
4. Qualifications for Graduate Faculty: Faculty members teaching graduate-level courses must possess a terminal degree in their discipline; under special circumstances completion of a graduate degree and significant professional experience may be determined to be an acceptable alternative to these qualifications.”
5. Further provisions concerning reappointment, tenure, and promotion are stated below in the sections under those headings.
6. Special qualifications for the Artist-Teacher: Bearing in mind the importance of the qualifications noted above, Sweet Briar also takes into consideration certain special criteria when evaluating the qualifications of creative artists who also teach. (The designation “artist-teacher” normally includes writers, painters, sculptors, architects, musicians, dancers, and theatre directors.) The academic qualifications of the artist-teacher may differ somewhat from the qualifications of teachers in other areas of the curriculum, since the rigorous discipline of training in the arts, which results in mastery of material and technique, may not culminate in an advanced academic degree. Among those qualifications, scholarship and teaching are considered important, but recognized artistic achievement may supersede some of the other usual academic criteria. Exceptional arrangements may be made with the artist-teacher regarding hours of teaching and other faculty responsibilities and prerequisites. These special arrangements approximate corresponding arrangements with other members of the teaching staff and are worked out in detail, prior to appointment, through mutual agreement between the individual artist and the College.
7. Special Qualifications for Teachers of Physical Education and/or Coaches:

As of July 1, 2000, all faculty hired for a position in the Department of Physical Education, Recreation, and Athletics will be hired with the status of Lecturer. These appointments will be renewable term appointments. The holders of these appointments will not be eligible for tenure. Faculty holding these appointments are responsible for instruction in the department

and/or coaching varsity athletic teams. Normally, full-time initial appointments will be for three years and may be renewed. A full-time Lecturer who has served two three-year terms will then be eligible for a five-year reappointment. Holders of five-year appointments will have the title of Senior Lecturer. Senior Lecturers will enjoy the same privileges as tenured faculty with the exception of paid sabbatical leaves.

Lecturers will submit a current curriculum vita, evaluations, and a summary of the previous year's activities to the Chair of Physical Education and the Athletic Director each May 15th. Before September 15th, the lecturer, Chair of Physical Education, and the Athletic Director will meet with the Dean. An initial meeting of these parties will establish mutually agreed upon goals for appointment as Senior Lecturer. Subsequent annual meetings will result in a written summary of the candidate's progress toward achieving that status.

Reviews for Senior Lecturer status will ordinarily take place no later than the spring of the sixth year of employment. The Personnel Committee and the Dean will review the credentials of candidates for the position of Senior Lecturer and make a recommendation to the President. Lecturers or Senior Lecturers on three- or five-year contracts are entitled to a full year's notice if they are not to be offered reappointment. Normally, Lecturers and Senior Lecturers would not be expected to contribute their service on college-wide committees, though intra-departmental service as arranged with the Chair/AD is expected.

a. Normally the requirements for initial appointment as a Lecturer are:

- 1) A minimum of a master's degree or equivalent experience in physical education or a related field.
- 2) Evidence of mastery in an area of athletic specialization
- 3) Successful experience in teaching courses aimed at building life-long skills.
- 4) Strong recommendations supporting teaching and/or coaching effectiveness
- 5) An appreciation of the role of physical education, recreation, and athletics at a liberal arts college.

b. The requirements for reappointment as a Lecturer and subsequent appointment to Senior Lecturer are:

- 1) Evidence of effective teaching and/or quality of coaching, service to the department, and where appropriate, administrative leadership. This may be based on student evaluations, peer evaluations, and the effective preparation for varsity competition.
- 2) Evidence successful recruiting.
- 3) Evidence of continuing professional growth.

8. **Shared Positions:** Under exceptional circumstances, two officers of instruction may be appointed as a pair and at the same rank to a single position, provided that they are in the same department. In such cases, faculty rank shall be followed by the designation "(Shared Position)." Normally, each member of the pair shall teach half-time each year. The pair shall be eligible for tenure after eight years of service in the shared position. In the event of prior service, tenure may be awarded no earlier than the completion of the sixth year of service. Tenure for the single position shall be granted to the pair jointly and only if both members are deemed tenurable. Separation from the College of either member of the pair automatically terminates the tenure status of the other at the end of the academic year in which the separation occurs. In such cases, the remaining officer of instruction shall be considered for re-appointment to either a full or part-time position; if no position is offered, the remaining officer of instruction shall be given at least one year's notice and an appropriate terminal appointment. If he or she is appointed to a full-time position, the probationary period shall not exceed three years. For purposes of salary, leaves, and certain specified fringe benefits, the shared position shall be considered as a single full-time position.
9. **Joint Positions:** Under exceptional circumstances, an instructor may be appointed to two departments, or to one department and a program, at the same rank. In such cases, faculty rank should be followed by the designation "Joint Position." Normally, the instructor shall teach half-time each year in each of the two departments, or department and program. The holder of a Joint Position is assumed to have all the rights and privileges of a full-time member of each department or program. The instructor shall be eligible for tenure after seven years of service in the joint position. Tenure and promotion for the joint position shall be granted in both departments, or department and program. Tenure and promotion will be granted only if the teacher is deemed tenurable or promotable in both departments or department and program. If there are specific expectations about the amount or type of scholarship and service to be performed in each department, or department and program, this will be communicated to the faculty member by the Dean in a letter of understanding. For the biennial review of department members, and for reappointment, tenure and promotion, the instructor will be evaluated separately by each department. In the case of a joint appointment to a program, the Academic Advisory Committee for that program will conduct the evaluation.
10. **Variations:** Although the provisions above and in the following sections of this Handbook describe the typical appointment circumstances, the College retains the right to offer different arrangements, as it deems appropriate.

E. Evaluation of Full-Time Faculty

1. **Triennial Review of Department Members:** Starting three years after the most recent promotion, departmental chairs will review triennially the professional record of every tenured member of their department (strengths and weaknesses in teaching, scholarly and creative activity, service to the College, and other professional responsibilities). The faculty member will provide the chair with a dossier, which includes a current curriculum vitae, a short narrative statement, and student evaluations of teaching. Faculty may include faculty

information forms, student evaluations of advising, and other appropriate documents. Additional information may be submitted by the member of the department or requested by the chair. Reviews should be completed by June 10.

- a. Normally, faculty members would be evaluated by the chairs of their departments, but in some circumstances, faculty members may request that this evaluation be conducted by another faculty member in a related discipline who is mutually acceptable to the Dean, the chair, and the faculty member being evaluated. Such a request must be made in writing to the Dean before the last day of classes in Spring Term.
 - b. In the case of a chair, the evaluation shall be conducted by the chair of a closely allied department or another full-time faculty member, mutually acceptable to the Dean and the chair.
 - c. The evaluating faculty member shall write to the Dean with a copy to the individual (and the chair of the individual's department, if the evaluator is not the chair). This letter should:
 - 1) Notify the Dean that the review has been satisfactorily completed,
 - 2) Alert the Dean to the existence of any serious problem, and
 - 3) Summarize any suggestions for instructional or programmatic changes to be made and any suggestions for professional development made as a result of these discussions.
 - d. The Dean, evaluating faculty member, and individual will meet to discuss the review.
2. Departmental Reviews: An overall review of the program of every department will be held on a regular schedule using outside consultants. The review will be used to plan the academic program of the department with respect to departmental goals, needs and objectives.
3. Student Evaluation of Faculty: Guidelines for student evaluation of faculty are as follows:
- a. Each faculty member is required to administer instructor and course evaluation forms at the end of each semester. The Dean or an individual faculty member may also request a meeting with an outside evaluator on improvement of instruction.
 - b. Faculty members must submit all student evaluations of instructors as requested by departmental chairs for the purpose of triennial reviews and recommendations for reappointment, or by the Personnel Committee for promotion and tenure consideration.
 - c. Faculty members will distribute forms for student evaluations of instructors and course evaluation forms two weeks before the last day of classes, unless there are compelling reasons to the contrary. If on-line evaluations are utilized, these will be made available to students during the last week of class.
 - d. Faculty members will explain to their students prior to each administration of the evaluations that their responses are valuable for course improvement; that student

evaluations of instructors are used by the department in reviews of all department members, by the department and the Dean in decisions regarding reappointment, and by the Personnel Committee in decisions regarding promotion and tenure; that the evaluations are anonymous, and, if performed in hard copy, that they will be collected by a student, put in a sealed envelope, taken one of the Academic Assistants, and not opened by the instructor until after the final grades for the course are submitted. The faculty should allow 15-30 minutes of class time for students to fill out evaluation forms and are to leave the room during that time.

- e. Expenses associated with course evaluations and student evaluations of instructors are handled by academic (and not student) budgets.
- f. Because evaluations are used for course improvement and student evaluations of instructors are used in reviews and in decisions about reappointment, promotion, and tenure, all faculty members must participate fully in the student evaluation process.

F. Criteria for Reappointment, Tenure, and Promotion

1. The evaluative categories are as follows:
 - a. Effectiveness in teaching
 - b. Evidence of success (for tenure and promotion, normally at the national level) in research and other scholarly activities
 - c. Effective service to the Department and to the College
 - d. Promise of professional growth in each of the categories above (teaching, research and other scholarly activities, and service to the Department and the College).
2. In specific regard to reappointment, the probationary period is a time of growth for the candidate, and over this period there will be a subtle change in expectations from *activity* to *achievement* in all areas of evaluation. The fundamental evaluative criteria in each category will be developmental in nature (i.e., changing from an initial expectation that the faculty member will be engaged in an appropriate level of activity to evidence not only of activity but also of achievement, and then to evidence that the faculty member is making appropriate progress towards tenure and promotion), and specific criteria within each category will vary from discipline to discipline and, even within disciplines, from candidate to candidate.
3. The departmental committee shall consist of all full-time faculty members of the department. The chair of the department will chair the committee. If the chair is the candidate, the recommendation should be initiated by the senior tenured faculty member of the department. If there are no tenured faculty members, then a tenured faculty member in a closely related field will initiate the recommendation. This individual will be selected by the Dean and will work in consultation with the untenured members of the department. In the case of small departments, at the candidate's request, up to two faculty members from other allied

departments or programs will be added to the committee. These individuals will be selected by the dean in consultation with the department chairperson and the candidate. In the event that the candidate has a significant role in an interdisciplinary program, a representative of the program may serve on the committee after approval of the department chairperson and the candidate.

G. Reappointment of Full-Time Faculty

1. With regard to non-tenured members of the faculty, notice of reappointment or non-reappointment shall be made in writing no later than July 1 at the start of the academic year in which the existing appointment terminates. This date may be changed with the consent of the faculty member. The Dean's Office will send reminders to the candidates and their chairs.

2. Grievances concerning reappointment may be addressed to the Faculty Executive Committee. See *Faculty Rulings* section on the Faculty Executive Committee.

3. First Reappointment

a. Schedule and Procedures:

During new faculty orientation, chairs will review the following procedures with candidates:

(no later than) May 1 (of the candidate's first academic year of service)

The chair requests student evaluations, curriculum vitae, and scholarship plan from the candidate. The candidate must submit these materials to chairs by May 15.

(no later than) June 1 (of the candidate's first academic year of service)

The Dean arranges a meeting with the candidate and the chair, during which the material above will be discussed informally.

(no later than) May 1 (of candidate's second academic year of service)

The chair requests reflective statement, student evaluations, and curriculum vitae from the candidate. The candidates must submit these materials to chairs by May 15.

June 1

The chair submits the departmental recommendation to the Dean, along with the candidate's dossier. (Should the candidate be a departmental chair, the Dean will assume the responsibility of initiating the procedure.)

July 1

Notice of appointment or non-reappointment shall be made in writing.

Aug. 15

Acceptance of reappointment should be indicated, and the Dean will arrange for a conference with the candidate and the chair to discuss the reappointment letters and processes.

b. Elements in Evaluation for First Reappointment:

- 1) Departmental recommendation, reflecting the opinions of all full-time members of the department (submitted by the chair to the Dean)
- 2) Student evaluations of the candidate as an instructor and, if appropriate, as an advisor (submitted by the candidate to the chair and by the chair to the Dean)
- 3) Current curriculum vitae (submitted by the candidate to the chair and by the chair to the Dean)
- 4) Any other information the Dean deems necessary
- 5) Recommendation of the Dean to the President

Note: If they wish, candidates may submit other material in addition to that which is listed above, if they believe it is relevant to the decision; however, such material is neither expected nor required.

4. Subsequent Reappointments

a. Schedules and Procedures:

During the candidate's second year of service

May 1

The chair requests reflective statement, student evaluations, and curriculum vitae from the candidate. The candidates must submit these materials to chairs by May 15.

During the candidate's third and fifth academic years of service

April 1

The Dean solicits letters of evaluation from all tenured and tenure-track faculty. These are due April 15.

May 1 (of the candidate's third and fifth academic year of service)

The chair requests student evaluations and curriculum vitae from the candidate. The Dean and department chair present the candidate with an oral summary of the comments expressed in the letters from the Sweet Briar community. Authors of the comments will remain anonymous.

During the candidate's fourth academic year of service

(no later than) May 1

The chair requests student evaluations and curriculum vitae from the candidate.

During the candidate's third, fourth, and fifth academic years of service

May 15

The candidate submits the appropriate items listed above to the department chair.

June 1

The chair submits the departmental recommendation to the Dean, along with the candidate's curriculum vitae and student evaluations (Should the candidate be a departmental chair, the Dean will assume the responsibility of initiating the procedure).

July 1

Notice of appointment or non-reappointment shall be made in writing.

August 15

Acceptance of reappointment should be indicated, and the Dean will arrange for a conference with the candidate and the chair to discuss the reappointment letters and processes.

b. Elements in Evaluation for Subsequent Reappointments:

- 1) Departmental recommendation, reflecting the opinions of all full-time members of the department (submitted by the chair to the Dean).
- 2) Letters of recommendation from all tenured members of the department (solicited by and submitted to the Dean).
- 3) Student evaluations of the candidate as an instructor and, if appropriate, as an advisor (submitted by the candidate to the chair by May 15—or as available for the current semester—and by the chair to the Dean).
- 4) Current curriculum vitae (submitted by the candidate to the chair and by the chair to the Dean).
- 5) Letters of recommendation from one or more chairs of committees on which the candidate serves. By May 1 the candidate must provide the Dean with a list of the names of faculty from whom the Dean will solicit recommendations.
- 6) Reflective statement not to exceed three pages (submitted by the candidate to the chair and by the chair to the Dean).
- 7) Any other information the Dean deems necessary.
- 8) Recommendation of the Dean to the President,

Note: If they wish, candidates may submit other material in addition to that which is listed above, if they believe it is relevant to the decision; however, such material is neither expected nor required.

H. Tenure

A tenured appointment to the Sweet Briar faculty may be conferred only by the Board of Directors upon recommendation by the President. Offers of tenure by the Board of Directors are based upon: 1) evaluations of competence, effectiveness, and interest in teaching; 2) evidence of success in research and other scholarly activities; 3) effective service to the Department and the College; 4) promise of professional growth in each of these areas (teaching, research and other scholarly activities, and service to the Department and the College).

1. Probationary Period

Tenure is neither automatic nor based on the number of years of service. Normally, the probationary period for tenure (that is, the total period of full-time teaching service prior to eligibility for tenure) shall not exceed seven years; however, the following factors are also taken into account in determining eligibility for tenure. As a result, an individual's total probationary period in the academic profession may in some cases exceed seven years.

- a. Normally a maximum of two years of prior service as a full-time faculty member at the rank of Assistant Professor or above at other accredited colleges or universities will be credited to the probationary period.
- b. Normally all years of full-time teaching at Sweet Briar at the rank of assistant professor or above will be credited to the probationary period, whether those years were on a non-tenure track or a tenure-track contract. (Sabbatical leave and other scholarly leaves of absence will count as part of the probationary period unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.)
- c. An individual who is appointed to the Sweet Briar faculty and wishes to claim credit for prior service at other colleges or universities is expected to present a written request to the Dean no later than the expiration of his or her first semester at Sweet Briar. The Dean's written response serves as the contractual understanding regarding prior service.
- d. An individual may petition the Dean twice for an extension to the probationary period. Such an extension would be granted only in exceptional circumstances, and, if granted, would simply defer guidelines for no more than one calendar year for each petition and extend the current appointment for a similar period.

2. Schedule and Procedures:

- a. No later than May 1, the Dean will notify those faculty members eligible for consideration for tenure, the chair of each department concerned, and the Personnel Committee that such consideration is being initiated.

- b. A recommendation as to tenure shall be made to the Dean by the chair of the faculty member's department no later than September 15 of the sixth year of the probationary period (which may include up to two years credit for previous teaching experience, as defined above in H.1.).
- c. All materials submitted to the chair, including student evaluations, curriculum vitae, and reflective statement, should be collected by the Dean by October 1 and should be submitted to the Personnel Committee for review no later than November 1.
- d. The Personnel Committee and the Dean shall make independent recommendations to the President, who is responsible for the decision as to recommendations for tenure to the Board of Directors after consultation with the Personnel Committee and the Dean regarding their recommendations.
- e. The President, the Dean, and the Personnel Committee give consideration to the departmental recommendation and the qualifications of each nominee in estimating eligibility for tenure. By December 15, the President will inform the candidate in writing of the results of this deliberation. If tenure is recommended to and approved by the Board of Directors, termination of appointment or dismissal shall be only for adequate cause, (following the procedures of the section below on DISMISSAL OF A MEMBER OF THE FACULTY), or under extraordinary circumstances because of financial exigencies. If tenure is not to be recommended to the Board, the individual's appointment for the following year will be considered terminal.
- f. Appeals procedure:
 - 1) If the President's decision is not to recommend tenure, he/she will meet with the candidate, at the candidate's request, at the earliest possible date to discuss, in reasonable particularity, the grounds for the decision. The candidate may request this information be put in writing. The candidate's request for this meeting must be made in writing within five working days after receipt of the written notice of the President's decision.
 - 2) A candidate who wishes to appeal the President's decision must do so in writing within two weeks after this meeting has taken place. An appeal must be based on new evidence or on allegations that tenure was denied due to inadequate consideration, improper discrimination, or a violation of academic freedom.
 - 3) The appeal will be made to the Appeals Committee orally or in writing, according to the candidate's choice. The committee shall consist of the Dean, the Personnel Committee, and all members of the Faculty Executive Committee, except the Chair. Members of the Appeals Committee shall review all tenure materials submitted by the candidate prior to the appeal hearing, which shall be scheduled in a timely manner.

- 4) The Chair of the Faculty Executive Committee will moderate the appeal hearing. The candidate may choose another member of the faculty to act as an advocate in presenting his or her case to the Appeals Committee. The advocate may not also serve on the Appeals Committee.
- 5) Following the appeal hearing, the Dean and the Faculty Executive Committee Chair will leave prior to deliberations. The Personnel Committee and the Faculty Executive Committee will confer, then will meet separately to provide independent recommendations to the President. The recommendations will consider the entire body of evidence included in the original application as well as information presented in the appeal. The Dean will provide an independent recommendation to the President. The President will meet with the Appeals Committee as a group to discuss their recommendations before making a final decision.
- 6) The President will inform the candidate of the final decision within three weeks of the hearing.

3. Summary of Deadlines for Tenure Review:

May 1

The Dean informs the department, the candidate, and the Personnel Committee that the process is being initiated.

August 1

The Dean solicits letters of evaluation from all tenured and tenure-track faculty. These are due September 1.

August 15

The candidate submits to the Dean the names and addresses of individuals from whom recommendations are to be solicited.

September 15

The Dean and department chair present the candidate with an oral summary of the comments expressed in the letters from the Sweet Briar community. The authors will remain anonymous.

October 1

The candidate submits curriculum vitae, student evaluations, and a written statement to the chair, who makes them available to all full-time members of the department.

October 15

All materials, including the departmental recommendation, must be submitted to the Dean.

November 1

All materials must be submitted to the Personnel Committee.

December 1

The Personnel Committee and the Dean make recommendations to the President.

December 15

Candidates are notified.

4. Elements in Evaluation for Tenure:
 - a. Departmental recommendation, reflecting the collective opinions of all full-time members of the department (submitted by the chair to the Dean).
 - b. Individual letters from every tenured and tenure-track faculty member in the department (submitted directly by department members to the Dean).
 - c. All student evaluations of instructor (submitted by the candidate to the chair and by the chair to the Dean).
 - d. Current curriculum vitae and copies of any published or other pertinent material (submitted by the candidate to the chair and by the chair to the Dean).
 - e. A written statement in which the candidate assesses his or her candidacy with respect to the stated Criteria (submitted by the candidate to the chair and by the chair to the Dean). This statement provides candidates with the opportunity to discuss their strengths and what might be perceived as problems or weaknesses, their research and teaching goals and current efforts to achieve them, and the nature and significance of their scholarly contributions as well as their contributions to their Departments and to the College. Statements should not exceed five pages in length.
 - f. Letters of recommendation from three tenured members of the faculty outside of the department, letters from up to three committee chair persons under whom the candidate served, and letters from the campus.
 - g. Letters of recommendation from current majors and letters of recommendation from alumnae majors of the past five years (solicited by and submitted to the Dean). No later than August 15, candidates should provide the Dean with the names of current majors and the names and addresses of recent alumnae. The Dean will solicit and collect these recommendations.
 - h. Letters of recommendation from three or more evaluators at other institutions who are qualified to comment on the candidate's scholarship and other professional activities (solicited by and submitted to the Dean). The Dean's Office will provide the evaluators with a copy of the candidate's curriculum vitae; the candidate should provide the evaluators with sufficient scholarly materials for them to produce substantive recommendations based on their knowledge of the candidate's research and scholarly activities. The candidate must provide the Dean with the names and addresses of these individuals no later than August 15.

- i. The candidate may also choose to submit reports of class visitations; however, this is neither expected nor required. No later than August 15, candidates should provide the Dean with the names of faculty from whom reports of class visitation are to be requested.
- j. Personnel Committee's recommendation to the President
- k. Dean's recommendation to the President

I. Non-Tenure Track Appointments

Full-time or part-time appointments at any rank may be made for continuing faculty who are not tenured or on a tenure track, but who are eligible for promotion through all ranks or who are professional librarians. An appointment to a non-tenure track position carries with it no entitlement to or expectation of employment without term based on years of service to the institution. Non-tenure track appointments are normally made for one or three years and are subject to renewal, non-renewal or termination. Notification of renewal or non-renewal for part-time faculty in non-tenure track appointments will normally be made by March 15 of the year in which the appointment terminates. Notification of renewal or non-renewal of full-time appointments will normally be made by March 1 of the year in which the appointment terminates. After two years of continuous service in full-time appointment, a faculty member shall be given notice by December 15 of the year in which the appointment terminates. After the third and successive years of continuous service in such status, a faculty member shall be given a full year's notice of non-renewal. These dates may be changed by the consent of the faculty member. **(Note, however, that such agreement may result in a departure from the 1940 AAUP Statement of Principles.)** The following prefixes may be applied to the rank of non-tenure track faculty:

1. "Adjunct" The prefix "Adjunct" denotes a temporary (non-tenure-track) faculty member who is contracted part-time by the course. These faculty members are responsible only for teaching and keeping appropriate office hours. With a sufficient load, adjunct faculty members may be eligible for benefits. Appointments are normally for the semester or year. Pending need, adjunct faculty may be considered for reappointment following an evaluation by the department and the Dean.
2. "Visiting" The prefix "Visiting" denotes a temporary (non-tenure-track) who is normally contracted full-time. In addition to teaching and maintaining office hours, it is assumed that visiting faculty will maintain an active agenda of scholarship. Visiting faculty members are eligible for benefits. Appointments may be for one to three years. Visiting faculty may be considered for reappointment following an evaluation by the department and the Dean.

J. Evaluation and Reappointment of Part-Time Faculty

The teaching of each part-time faculty member will be evaluated by the Chair of the department or program involved and by the Dean of the Faculty at the completion of the term of the faculty member's first appointment. This should involve a review of student course and instructor evaluations, syllabi and other pertinent material. A positive evaluation will make the faculty member eligible for reappointment. Subsequent evaluations should take place on a biennial basis. Part-time faculty members are eligible for promotion to adjunct associate professor following five years of continuous part-time service to the college. Excellence in

teaching, evidence of professional growth and service to the college are considered in evaluating part-time candidates for promotion. The deadlines for notification of reappointment or non-reappointment are as described in the section describing Non-Tenure Track Appointments above. Grievances concerning reappointment may be addressed to the Faculty Executive Committee. See *Faculty Rulings* section on the Faculty Executive Committee.

K. Compensation of Part-Time Faculty

1. The base salary for part-time faculty members will normally be determined on a per-course basis.
2. The salary for part-time faculty may be increased for merit and years of service above the normal part-time base level, but normally this will normally occur only after five years of continuous service to the college.

L. Promotion

1. Schedules and Procedures:

- a. Changes in rank and salary in recognition of the achievement of the doctorate will not be made during the current fiscal year unless the degree has been officially awarded before September 1, or a statement has been received by that date from a responsible official of the degree-granting institution that all requirements for the degree have been completed.
- b. In the case of candidates whose entire probationary period has been at the rank of assistant professor, promotion to associate professor is automatic upon the awarding of tenure; that is, no separate review process is required.
- c. Candidacies for promotion to associate professor other than those covered under 1.b above and candidacies for promotion to professor shall be established in one of the following ways:
 - 1) Normally, a faculty member becomes eligible for promotion in his or her sixth year in rank as full-time teacher. (The six years in rank may include years of full-time teaching in that rank at other institutions or of relevant post-doctoral work.) Faculty members should not be nominated for promotion before they are in their sixth year in rank unless their records are exceptionally strong with respect to all of the stated criteria for promotion to the desired rank.
 - 2) Departmental chairs shall send recommendations for promotion of full-time or part-time faculty members to the Dean and shall notify candidates as to whether or not they have been recommended by November 1. To aid departmental chairs in drawing up their recommendations, candidates must submit to their chairs by October 15 those items listed under Tenure, 4.c (student evaluations), 4.d (curriculum vitae and publications), and 4.e (the written statement, which may be in preliminary form at this time). Chairs shall consult with all full-time members of the department before making the recommendation. A departmental recommendation not favorably acted upon does not automatically remain in effect in subsequent years.

- 3) A full-time faculty member who has been in rank for at least six years and has not been recommended by the department may request to be considered for promotion. A written request for consideration must be submitted to the Dean no later than November 7. The Dean will respond to this request no later than November 15. The Dean will inform those eligible for promotion consideration under this rubric at the end of their sixth year in rank, and each year thereafter.
 - 4) A part-time faculty member who has been in rank for at least eight years and has not been recommended by the department may request to be considered for promotion. A written request for consideration must be submitted to the Dean no later than November 7. The Dean will respond to this request no later than November 15. The Dean will inform those eligible for promotion consideration under this rubric at the end of their eighth year in rank, and each year thereafter.
 - 5) A departmental chair who wishes to be considered for promotion should submit a written request to the Dean by November 1.
- d. All materials submitted to the chair, including student evaluations, curriculum vitae, and reflective statement, should be collected by the Dean by February 1 and should be submitted to the Personnel Committee for review no later than February 15.
 - e. The Personnel Committee, in consultation with the Dean, shall have responsibility for reviewing all full-time and part-time candidates for promotion. The Personnel Committee and the Dean shall make independent recommendations to the President, who is responsible for the decision as to recommendations for promotion to the Board of Directors after consultation with the Personnel Committee and the Dean regarding their recommendations.
 - f. A candidate for promotion shall be informed of the President's recommendation to the Board no later than April 15 and shall be informed of the Board's action immediately after the April meeting of the Board.
 - g. Appeals procedure:
 - 1) If the President's decision is not to recommend promotion, he/she will meet with the candidate, at the candidate's request, at the earliest possible date to discuss, in reasonable particularity, the grounds for the decision. The candidate may request this information be put in writing. The candidate's request for this meeting must be made in writing within five working days after receipt of the written notice of the President's decision.
 - 2) A candidate who wishes to appeal the President's decision must do so in writing within two weeks after this meeting has taken place. An appeal must be based on new evidence or on allegations that promotion was denied due to inadequate consideration, improper discrimination, or a violation of academic freedom.

- 4) The appeal will be made to the Appeals Committee orally or in writing, according to the candidate's choice. The committee shall consist of the Dean, the Personnel Committee, and all members of the Faculty Executive Committee, except the Chair. Members of the Appeals Committee shall review all promotion materials submitted by the candidate prior to the appeal hearing, which shall be scheduled in a timely manner.
- 4) The Chair of the Faculty Executive Committee will moderate the appeal hearing. The candidate may choose another member of the faculty to act as an advocate in presenting his or her case to the Appeals Committee. The advocate may not also serve on the Appeals Committee.
- 5) Following the appeal hearing, the Dean and the Faculty Executive Committee Chair will leave prior to deliberations. The Personnel Committee and the Faculty Executive Committee will confer, then will meet separately to provide independent recommendations to the President. The recommendations will consider the entire body of evidence included in the original application as well as information presented in the appeal. The Dean will provide an independent recommendation to the President. The President will meet with the Appeals Committee as a group to discuss their recommendations before making a final decision.
- 6) The President will inform the candidate of the final decision within three weeks of the hearing.

2. Summary of Deadlines for Promotion:

(no later than) Oct. 1

The chair requests from the candidate a curriculum vitae, student evaluations, a preliminary written statement, and publications or other pertinent material. (Candidates will submit these materials to their chairs no later than October 15.) Chairs will make these materials available to all tenured members of the department.

Nov. 1

The chair submits a recommendation about the candidate to the Dean and notifies the candidate as to whether or not he/she has been recommended for promotion; chairs may submit requests for their own promotion to the Dean. The Dean shall make the chair's materials available to all tenured members of the department.

Nov. 7

Candidates not recommended by their departments may submit requests to the Dean to be considered for promotion. (The Dean will respond to such requests no later than November 15.)

Dec. 1

The candidate submits curriculum vitae and publications to the Dean as well as the names and addresses of individuals from whom recommendations are to be solicited.

Feb. 1

All other materials must be in to the Dean.

Feb. 15

All materials must be submitted to the Personnel Committee.

March 15

The Personnel Committee and the Dean make recommendations to the President.

April 15

Candidates are notified.

3. Promotion to Associate Professor:

- a. Criteria for Promotion to Associate Professor—Criteria for promotion to associate professor are the same as those listed above under Criteria for Tenure.
- b. Elements in Evaluation for Promotion to Associate Professor—Elements in evaluation for promotion to associate professor are the same as those listed under Elements in Evaluation for Tenure, except for 4.f. Letters of recommendation from at least one member of three related departments will be substituted for those elements. No later than December 1, the candidate must provide the Dean with a list of the names of faculty members, excluding members of the Personnel Committee. Note that materials the candidate submits as part of the Elements of Evaluation should focus on the period since the candidate's previous promotion.

4. Promotion to Professor:

- a. Criteria for Promotion to Professor: Criteria for promotion to professor are the same as those listed above under Criteria for Tenure. Evaluation will focus on continued professional growth and accomplishment within the Criteria since the candidate's previous promotion.
- b. Elements in Evaluation for Promotion to Professor—Elements in evaluation for promotion to professor are the same as those listed under Elements in Evaluation for Tenure, except for 4.f. Letters of recommendation from at least one member of three related departments will be substituted for those elements. No later than December 1, the candidate must provide the Dean with a list of the names of faculty members from whom the Dean is to solicit these recommendations. These recommendations should not come from members of the Personnel Committee. Note that materials the candidate submits as part of the Elements of Evaluation should focus on the period since the candidate's previous promotion.

M. Emeritus Status

Emeritus status on the Faculty is awarded by vote of the Board of Directors on the recommendation of the President. To be considered for emeritus status, a faculty member must meet the following criteria: 1) have retired; 2) have served the College as a full-time member of the faculty for 15 years or more; 3) hold the appropriate terminal degree in her/his field.

N. Summary: Early Retirement Plan

The Early Retirement Plan is available to all full-time faculty who have reached age 60 and completed 15 years of service. Eligible faculty members may choose between two options:

Option A (Phased Retirement): The faculty member may reduce to a 50% workload during a period of 1 to 3 academic years, and must agree to completely retire within three years, or his/her attainment of social security retirement age, if earlier.

- **Pay:** Pay will be provided as follows, based on the age at which phased retirement begins:
Ages 60-63 70% of full-time pay
Age 64 60% of full-time pay
- **Employees Benefits Continuation:** Continued health coverage is available during phased retirement, as is retiree health coverage if the faculty member has attained age 65 when he/she fully retires. Life insurance, disability coverage and retirement plan contributions during the phased retirement period will be based on the electing faculty member's actual salary (as reduced in the manner described above), and will be discontinued upon complete retirement.

Option B (immediate retirement): The faculty member agrees to immediately retire. Retirement must occur by no later than the academic year in which the faculty member will attain age 64.

- **Pay:** The College will pay the retiring faculty member an incentive calculated as a percentage of base salary, in accordance with the following schedule. The incentive payment will be paid over the course of the two academic years, one-half paid in each year:

Retire at age 60	60% incentive (30% each year)
Retire at age 61	50% incentive (25% each year)
Retire at age 62	40% incentive (20% each year)
Retire at age 63	30% incentive (15% each year)
Retire at age 64	20% incentive (10% each year)

- **Employee Benefits Continuation:** Coverage under all employee benefit plans will terminate at retirement. Retiree health coverage is not available unless the employee retires at/after age 65.

Approval Process: The College may establish a maximum number of early retirements that will be effective in any particular year. Acceptance of early retirement applications will be based on the

ease of finding a suitable replacement in accordance with the selected retirement schedule, and secondarily on the age of the applicant, with priority being given to older applicants.

Please note that this plan is subject to change. Interested faculty members should contact the Director of Human Resources for the most recent plan document.

O. Dismissal of a Member of the Faculty

1. The College reserves the right to dismiss at any time any member of the teaching staff for:
 - a. Professional incompetence.
 - b. Any act by or on behalf of such member involving inordinate moral turpitude.
 - c. Personal misconduct by such member which renders such member unfit for association with students.
 - d. Probable permanent impairment of physical or mental health.
 - e. Sexual Harassment (See Sexual Harassment Policy and the Employee Complaints and Grievances Policy in the *Sweet Briar College Benefits and Policies Manual* and the dismissal procedures below).
 - f. Fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results is illegal and dishonest, and therefore may result in dismissal.
2. The following sections describe the procedure to be followed in the event the administration of the College believes it necessary to dismiss a member of the faculty who has tenure, or a continuing appointment, or finds it necessary to terminate before the stated date of expiration the appointment of a member of the faculty who does not have tenure or a continuing appointment for any of the reasons listed above under "O.1" Responsibility for initiating such action shall rest with the President, who, in each case, will confer with the Dean and the member(s) of the faculty directly concerned.
 - a. Preliminary steps leading to possible settlement
 - 1) A conference shall be held between the President of the College and the member of the faculty, at which the President shall explain the reasons why the administration is considering the termination of the employment of the faculty member. Three members of the Faculty shall be present as witnesses; when feasible, these should be the Dean, the chairman of the department or division, and one faculty member requested by the faculty member involved. The faculty member shall be afforded the opportunity to offer reasons why appointment should not be terminated.
 - 2) The matter may be terminated at this time by mutual consent and with or without the payment of salary for an agreed period.
 - 3) If, in the judgment of the President, probable danger to students or employees or the property of the College may result from the continuation of the member of the faculty

in his duties, the President may suspend the faculty member temporarily and without prejudice prior to or after the conference.

b. Initiation of hearing procedure

- 1) If an adjustment does not result from the above conference, a Committee of Inquiry (exclusive of any members of the Faculty Executive Committee) will be requested to inquire into the situation to effect an adjustment, if possible, or if none is effected, to determine whether in its view formal proceedings to consider dismissal of the faculty member involved should be instituted. The Committee shall consist of four members; two nominated by the President and two by the faculty member, and shall choose its own chairman.
- 2) If the Committee of Inquiry recommends that such a proceeding shall be begun or if the President of the College, even after considering a recommendation of the committee favorable to the faculty member, expresses the conviction that a proceeding should be undertaken, action shall be commenced in accordance with the procedure outlined in 3, 4, and 5 below.
- 3) If the President of the College wishes to proceed with the termination of employment, the President should so inform the faculty member in writing, sending to the faculty member by registered mail, return receipt, a statement of the reasons why the termination of appointment is desired, or serving such a statement on such faculty member personally. Such statement should also advise the faculty member that a hearing may be requested. The President may also offer for the College to pay to the faculty member, in recognition of the financial difficulties likely to be experienced by the faculty member and not as acknowledgment of any obligation on the part of the College the following compensation, namely:
 - a) If the reason for the termination of employment is professional incompetence, the faculty member shall receive full salary for the balance of the current year and for one academic year thereafter.
 - b) If the reason for the termination of employment is an act involving moral turpitude or personal misconduct, the faculty member's salary will terminate immediately except in those instances in which the President feels that it is proper to pay such salary for a limited period of time, presumably for the balance of the then current academic year.
 - c) If the reason for the termination is probable permanent impairment of physical or mental health, the faculty member shall receive full salary for six months (after which disability insurance normally begins).
- 4) The President may also simply advise the faculty member of the recommendation of the Committee of Inquiry and of the right to a hearing.

- 5) The faculty member may request a hearing before the Faculty Executive Committee of the Faculty, which, for this purpose, shall become the Hearing Committee and shall be chaired by the Chairman of the Personnel Committee. Notice requesting such a hearing shall be in writing and delivered to the President in person or by registered mail within 72 hours of the receipt by such faculty member of the notice advising of rights to a hearing. In the hearing the President and the Dean, who are ex officio members of the Faculty Executive Committee of the Faculty, shall have no vote and shall not participate in the conference that produces the decision. (See C.5.)
- 6) If a member of the Faculty Executive Committee shall be involved in the case as a witness or as the chairman of the department concerned, that member shall not serve on the Hearing Committee. Likewise, if the Chairman of the Personnel Committee is similarly involved, he or she shall be replaced by the member of the Personnel Committee with the greatest seniority on the faculty. In addition, each party to the case shall have the right to exercise one peremptory challenge. If the Hearing Committee shall be reduced below a quorum of six, the President with the consent of the faculty member shall appoint interim members to re-attain this quorum.

C. Hearing Procedure

- 1) The faculty member shall be informed in writing of the procedure to be followed at the hearing, and sufficient time shall be allowed before the date of the hearing for the faculty member to prepare a defense. The faculty member should answer in writing the statements of the President. The faculty member may be present and may be represented by counsel or an advisor of his or her choice.
- 2) At the hearing the President of the College or an authorized representative should inform the faculty member of the reasons for the proposed termination of appointment.
- 3) Both the faculty member and the College shall be afforded the opportunity to present evidence and each may present and question the witnesses. Ordinarily this will be done by the parties involved or the Chairman of the Hearing Committee; counsel will not be permitted to interrogate the witnesses.
- 4) All the evidence should be duly recorded at the expense of the College. A transcript shall be retained in the President's Office and made available to all parties to the case. In the event the faculty member desires to retain a copy of the evidence, it should be furnished at a reasonable cost.
- 5) The Hearing Committee should reach its decision in conference on the basis of the evidence produced at the hearing. It should afford the faculty member or counsel and the representative designated by the President or the College's counsel the opportunity to argue orally before it. If written briefs would be helpful, the Committee may request them. The Committee may proceed to a decision promptly, with or without having the evidence transcribed. It should

make explicit findings with respect to each of the grounds of removal presented. The President and the faculty member should be notified of the decision in writing as promptly as practicable after the hearing.

- 6) The finding of the Hearing Committee shall guide the President whose decision shall dispose of the case. If this decision is to dismiss the faculty member, compensation shall be offered on a basis consistent with N.3 above.

D. Re-hearings

No application for a re-hearing of a decision of the Hearing Committee will be entertained unless it is filed with the Chairman of the Committee or the President of the College within 60 days after the faculty member has received written notice of the decision of the Hearing Committee concerning which a re-hearing is requested. No such re-hearing or review will be allowed unless at least five members of the Hearing Committee are of the opinion that there is good cause for such re-hearing. No oral presentation of applications for re-hearing will be permitted. The applicant may file with the application a written memorandum in support thereof. (Regarding appointment, promotion, and dismissal, see also *Faculty Rulings*.)

P. *Salary Range*

The authorized salary range, the mean, and the median salary of each rank will be communicated to the faculty annually in writing.

Q. *Policy on Supplemental Compensation for Full-Time Faculty*

1. Summer salary supplements for full-time faculty working under grant or contract funds are normally limited to no more than 2/9 of the salary for the academic year.
2. Consulting or other similar activities are welcome provided they enhance the professional growth of the faculty member and/or bring favorable recognition to the College. Faculty members engaged in such activities are expected to discuss the nature and extent of these responsibilities in advance with their Chair and the Dean of the Faculty. Normally, salary supplements paid from grants or for consultative services performed during the academic year should reflect a time commitment not to exceed the equivalent of one course per semester.
3. The President must approve any remuneration (e.g. stipends from internal funds) paid to salaried Sweet Briar College employees that exceeds their normal contracted rate of pay. This type of remuneration is generally associated with additional internal assignments.

R. *Released Time*

Released time refers to the partial or complete release of a faculty member from teaching responsibilities in order to undertake other specific duties of a temporary nature determined by the appropriate department and the administration to be desirable for the on-going

program of the College. Normally, released time implies the necessity of providing comparable teaching replacement. It is expected that remuneration for a faculty member on released time, whether from college or outside sources, shall be at least equivalent to regular, current compensation. The status of released time shall in no way change normal faculty benefits and opportunities and the applicability of normal college policies with regard to appointment, promotion, salary increases, etc., unless the terms of the individual released time arrangement specifically provide otherwise.

S. Sabbaticals and Leaves

1. Full-time professors, associate professors, assistant professors, and librarians with faculty status who have taught at the College for at least six years are eligible for consideration for sabbatical leaves. Requests should be addressed to the Dean and transmitted with a recommendation by the chairman of the department or division concerned. Such leaves shall not occur more often than one year in every seven. The first sabbatical will normally be granted after six years of service; subsequent sabbaticals may be granted any year during the normal cycle of seven years to enable faculty to undertake special projects of a timely nature, or to accommodate the College's overall staffing needs. To the extent possible, sabbatical leaves should be arranged without the necessity of appointing sabbatical replacements. Request for faculty and administrative leave should be submitted no later than October 15 of the academic year preceding that in which the leave is sought.
2. The beneficiary of a sabbatical leave may request a full year leave with half salary or a half-year leave with full salary. The leave is contingent upon satisfactory arrangements being made for the teaching program of the department. Those receiving a sabbatical leave are expected to return to the College for at least one full year of service following the leave.
3. Since a sabbatical leave is granted for the purpose of both encouraging continued scholarship and renewing teaching effectiveness, it is expected that the major part of a sabbatical leave will be taken off campus and will be devoted to study, writing, travel, or other activity designed to accomplish this dual purpose. A faculty member wishing to teach during a sabbatical should obtain permission to do so in advance from the departmental chairman and the Dean. A statement should be prepared explaining the specific advantages foreseen. On return a brief written report of the sabbatical leave shall be presented to the Dean.
4. The granting of leave is at the discretion of the President, after consultation with the department or division concerned and with the Dean. Sabbatical leave is not granted automatically but only with due concern for the best interests of the College.
5. The President shall have the discretion to grant a special leave of absence, without remuneration, to a member of the faculty for the completion of the doctorate or for the pursuit of other scholarly activities that will contribute to the individual's professional competence. Such special leaves shall not be counted as service to the College in calculating eligibility for sabbatical leave unless the initiative has been taken by the College in arranging the special leave.

6. The granting of a sabbatical leave shall not exclude the faculty member from consideration for promotion and/or average salary increase and/or any other normal increases in faculty benefits to become effective during the period of absence.
7. The College will continue making contributions for fringe benefits, except for the contributions to the retirement program, of all faculty members on leave of absence under a grant or fellowship, but will not pay for those on personal leave without pay. (See above procedures relating to approved leave.)

T. Family Leave Policy

1. Principles

As an institution dedicated to the education of women, Sweet Briar College is committed to providing an example of responsible and responsive accommodations for employees having children. Institution-wide, the College conforms to the guidelines of the Family Medical Leave Act (FMLA). Note: Family Medical Leave is unpaid leave; however, the Sweet Briar Family Leave Policy provides for up to six weeks of paid leave and an additional six weeks of unpaid leave connected to a pregnancy and initial child-care leave. Leave will run concurrently with the Family Medical Leave Act provisions. This policy applies to all benefit-eligible faculty members who have completed at least one year of service and who become a parent, through birth or adoption of child less than 5-years-of-age. Under this policy leave must be taken within the first 6 months of becoming a parent through birth or adoption of a child less than 5 years of age.

Paid Family Leave should generally start following the birth or during the adoption process, but in some instances, may begin prior to these events when deemed medically necessary (i.e. a medical necessity wherein the mother required to be on bed rest prior to delivery) or when absence from the College is necessitated to fulfill the legal requirements of an adoption.

The unusual circumstances connected to faculty teaching responsibilities and schedules necessitate greater latitude to respond ethically to the needs of expectant faculty and our students. A change of staffing in the middle of a term may not be possible, and an extended hiatus in the middle of a course could be a disservice to our students; however, we want to model best practices in the treatment of our employees. Therefore, the College has for much of its recent history exercised significant flexibility in the options it extends to faculty members related to maternity and child-care leave.

If both faculty members are SBC benefit-eligible, each will be eligible for time to bond with the child. When both employees are benefit-eligible, the policy includes up to two weeks full pay for the second parent following the birth or adoption. Additional time may be granted for medical necessity up to the 12 week FMLA allotment. Time over the normal 2 weeks paid leave will normally be without pay. The Dean's Office will review exceptions.

Due to the individual nature of each pregnancy, teaching portfolio, academic department, and the College's instructional calendar, each maternity leave is arranged collaboratively between the faculty member, department chair, the Dean, and the Office of Human Resources.

2. Examples

In instances where teaching reductions are used as accommodation, a leave has traditionally been equated in a range from a typical three-credit course to a three-credit course and a lab. Below is a list of example accommodations that have been used recently:

- Course coverage for a portion of a term if the teaching portfolio can be effectively sectionalized
- Course reduction, most often when delivery occurs prior to the term
- Front or back loading of teaching to allow an early completion or late start of a term while maintaining total contact hours
- Collaborative teaching of some courses to allow a mid-semester transfer of instruction
- Substitution of a portion of teaching duties with an administrative assignment
- Semester leave with some overload distributed into adjacent terms
- Semester leave as medical leave in the event of appropriate related medical circumstances

3. Process

When a faculty member becomes aware that he or she will need to take a family leave, he or she should initially meet with his or her department chair and/or other appropriate department members to determine what affected courses must be offered and potentially covered by adjunct faculty. The faculty member should then meet with the Dean, and if he or she wishes, the chair, to discuss what he or she feels is the most appropriate arrangement for the particular circumstances. Upon approval, the Dean's Office will provide a letter to the faculty member and department confirming the accommodation. Faculty members accepting Family Leave benefit are required to complete the appropriate FMLA paperwork including medical certification.

In the event that the faculty member is not satisfied with the arrangement, he or she may make an appeal to the President through the Office of Human Resources.

4. Definitions

SBC Family Leave — is defined as a period of paid leave for the purpose of recovering from childbirth and or bonding with a newborn or newly adopted child. Taking SBC Family Leave does not reduce the accrued time under SBC paid-leave policy.

FMLA (Family Medical Leave Act) — Employees are granted up to 12 weeks of unpaid leave for serious medical condition of employee or to care for a person in the immediate family with a serious medical condition.

Adoptive Parent — is defined as a parent who has taken a child into his or her family, through the legal process for the purpose of caring for and raising the child.

Secondary Parent — is defined as legal partner, other than the individual giving birth.

Adoptive Child — is defined as a child, under the age of 5 years, who is taken into the care of a family through the legal process, but is not the stepchild of the adoptive parent. This child can be adopted through public, private, domestic, international, or independent agencies.

U. Faculty Responsibilities

1. Introduction

The primary responsibilities of a full-time member of the faculty are to teach, to participate in advising students about academic matters, to maintain a high level of professional engagement and competency in his or her discipline, to contribute to the governance and functioning of the college by serving on committees, and to perform administrative duties associated with the functioning of the department or academic program when called upon. Faculty are also expected to participate in college-wide efforts related to strategic planning, institutional reaccreditation, or other special institutional projects.

2. Teaching and Teaching Loads

The following are general guidelines for full-time faculty teaching loads. Individual faculty workloads are arranged by the faculty member in consultation with the department chair and the Dean. Individual teaching loads differ according to departmental practices, the number of students enrolled in classes, and the immediate needs of the College. The normal term teaching load is three regular classes, which equals nine to twelve credit hours. The number of instructional hours per week is normally equal to the number of credit hours assigned to the course. Laboratory work, applied music classes, physical education, dance, riding, selected applied arts and writing courses, and other activity-based courses may involve more hours per week—typically three class hours per credit hour. In addition, full-time faculty are expected to sponsor special, directed, independent study and internships for students as needed at a level not normally to exceed the equivalent of one "regular" course per two years as determined by the department in consultation with the Dean. Normally, an upper level course that is not required for a major will not run with fewer than four students and a lower level course, not required for a major, will not run with fewer than six students. Exceptions may be made by the Dean. No additional teaching credit is given when students pursuing an "honors variant" are participants in a "regular" course, although the professor may require and perform additional work. Faculty must obtain permission from the chair of their department before agreeing to offer "honors courses" or to participate in interdepartmentally sponsored courses. Honors seminars will not run with an enrollment under five students.

The following items define institutional expectations in teaching related matters:

a. Office Hours

Faculty members are expected to maintain adequate office hours for the purpose of conferring with students in their classes and with their advisees. Office hours should be scheduled to meet the needs of the majority of students. The schedule of office hours should be posted on the door of the faculty member's office.

b. Meeting and Assignment of Classes

It is the responsibility of all faculty members to meet classes assigned to them. Faculty are expected to provide enrolled students with a written syllabus for each class taught. A copy of these syllabi will be provided to the Office of the Dean and kept on file. No faculty member may reschedule or cancel a course, or change the assigned classroom without first obtaining the permission of the Dean or Registrar. All faculty are expected to meet assigned classes immediately before and after holidays. If a faculty member must miss an assigned class because of illness or other personal or professional reasons, he or she should notify the department chair promptly. If a faculty member must be absent from classes for several days, he or she shall confer in advance with the department chair and the Dean to determine appropriate make-up activities. It is expected that a full-time faculty member's teaching, advising and governance activities will require his or her presence on campus for a minimum of four days per week when classes are in session.

c. Grading, Examinations, and the Honor System

Grades for students other than second semester seniors are normally due 72 hours after the last final examination period and must be submitted to the Office of the Registrar no later than the time and date specified by the Registrar. Grades for second semester seniors must be submitted no later than the time and date specified by the Registrar. Notice of failure and incomplete work should be submitted according to the same schedule. It is anticipated that most courses will have a final exercise or examination. Faculty rulings contain regulations concerning final exercises planned outside of the normal exam periods. The office of the dean should be notified of faculty plans for final exercises in all courses. The student handbook contains procedures to be followed in cases, which potentially involve academic dishonesty. Faculty are expected to support the Honor System at the college and to make every effort to support students in their efforts to maintain and strengthen it.

3. Academic Advising

All full-time faculty after the first year of service are expected to participate in the academic advising program. All first and second year students are assigned to faculty advisors who are selected by the associate dean of academic affairs. Advisors have special responsibilities for the academic adjustment of these students. Normally, a full-time faculty member will not be

asked to advise more than eight to ten students in a given class. Third and fourth year students majoring in a department may be advised by the chair of the department or by one of the full-time members of the faculty in that department.

4. Faculty Governance

a. Faculty Meetings

Faculty members are expected to attend all regularly scheduled meetings of the faculty. A faculty member who cannot attend should inform the president of the college of an anticipated absence. Notice of the dates for regularly scheduled faculty meetings are published at the beginning of each academic year and are listed in the college calendar.

b. Committee Assignments and other Obligations

Much of the work of the faculty contributing to the governance of the college is carried out in faculty and mixed faculty and administrative committees. It is expected that faculty will accept election or appointment to serve on these committees unless some special or unusual circumstance prevails. Such circumstances should be communicated to the chair of the elections subcommittee who will inform the president of the college of the nature of the circumstance precluding such service.

c. Convocations and Commencement

Faculty are expected to attend formal college convocations and commencement exercises. The Dean of the Faculty should be notified if a faculty member is unable to attend one of these functions.

d. Faculty Liability

The college provides liability insurance for its entire faculty. This coverage includes a wide range of possible claims against the college or its faculty. It is not possible to list here all the potential areas of coverage. However, in general, the actions of college faculty performed in good faith in the performance of their duties are protected by the college's general liability policy. Actions or occurrences which might give rise to legal action against an individual member of the faculty should be reported at the earliest possible opportunity to the Dean of the Faculty and the vice president for finance and administration.

V. Intellectual Property Policy

NB: This policy is currently in effect, and is under review for revision.

1. Introduction

Sweet Briar College (the "College") is dedicated to teaching and scholarship and the creation and distribution of new ideas, information, inventions, and creative work. Members of the

College therefore often create intellectual property. The purpose of this policy is to establish principles for the fair allocation of ownership of such intellectual property and any revenues derived from the commercialization of said intellectual property in compliance with applicable laws and agreements, and to establish guidelines for the protection and enforcement of the College's intellectual property rights and those of its individual affiliates, as well as procedures for the resolution of relevant disputes.

This policy applies to all College employees, students, independent contractors, and anyone else using College facilities and resources under the supervision of, or with the permission of College personnel. It is primarily concerned with original works and inventions created by covered individuals acting alone or with collaborators, whether all collaborators are members of the College community or not.

2. Ownership of Intellectual Property

a. Works by Faculty

Under current U.S. Copyright law, any work completed by an employee may be considered a work for hire for which the copyright belongs to the employer; however, the College, in its commitment to the support of research, artistic creativity, and scholarship, considers work completed by faculty to belong to them under normal support in which the College has no identity or functional interest. If necessary, the College will transfer its rights in writing to clarify ownership to third parties.

In cases wherein the College commissions original work that falls outside of the scope of the faculty member's employment, a written memorandum of agreement will be made enumerating the distribution of intellectual property resulting from that work. The College may require that such an agreement be signed prior to commissioning the work.

b. Works by Staff

In keeping with the work-made-for-hire doctrine of U.S. copyright law, the College is regarded as the author and owner of copyright in all works of original authorship created by staff, including administrators with faculty status when acting in their administrative (non-teaching) roles.

c. Works by Students

Students are presumed to own the copyrights in their individual works of original authorship except when such works are the product of a student's College employment. In that event, the work-made-for-hire rules apply. In all other cases, students are subject to the same policies as those assigned to faculty above.

d. Works by Independent Contractors and Others

When the College commissions original works from independent contractors, volunteers, or visitors, the authors are considered the owners of that work unless copyright is specifically assigned to the College by written agreement.

e. Exceptional Circumstances

Under certain exceptional circumstances, the College may claim copyright or patent in works of original authorship created by faculty and/or students that are not within the work-made-for-hire doctrine. These circumstances are normally tied to third-party or extraordinary funding, and the assignment of intellectual property to the College would be a made in writing prior to the release of said support. Likewise, the College will honor the intellectual property policies of third-party funders for projects so funded, when those policies differ from those of the College.

3. Distribution of Revenues

In the absence of any other agreement, Sweet Briar College will share the net revenues it receives from an invention owned by or assigned to the College with the employee(s) who developed the property. The formula is:

Net Revenue for Entire Invention	Employee(s)	Grants Office Budget	Academic Affairs Budget	President’s Discretionary Budget
First \$20,000	100%	0	0	0
\$20,001 - \$75,000	50%	10%	20%	20%
Over \$75,000	50%	10%	20%	20%

4. Resolution of Disputes

The President, or the Dean of the Faculty, if so delegated, has the authority to administer and enforce this policy.

If a dispute arises between a covered individual and the College, between two or more covered individuals or between a covered individual and a collaborator who is not a member of the College community, such dispute will be referred to the Dean of the Faculty.

V. SALARY PAYMENTS/GRANTS-IN-AID/TRAVEL GRANTS

A. Salary Payments

Current faculty salaries are paid on a twelve-month basis covering the period from July 1 through June 30. Salaries are paid on the last day of each month. New faculty members' salaries are paid on an eleven-month basis covering the period from August 1 through June 30. New faculty will receive their first paycheck on August 31. New faculty must complete the Federal I-9 form (available in the Personnel Office) before paychecks can be issued (prior to August 15, in order to be paid August 31).

B. Grants-in-Aid

Grants-in-aid supported by funds received from the G. Noble Gilpin Faculty Development Grant, the Kenan Fund, and the Fund for Interdisciplinary Studies in the Humanities are administered by the Faculty Grants Committee. The Faculty Grants Committee consists of

seven faculty members appointed by the Dean and the President after receiving the recommendations of the Elections Subcommittee of the Faculty Executive Committee. The Faculty Grants Officer is an ex-officio, non-voting member of the Faculty Grants Committee and serves as its fiscal administrator. Except as otherwise specifically provided in Sections 9, 10, 11, or 12 below, all grants administered by the Faculty Grants Committee will be governed by the following policies:

1. Eligibility for awards is limited to:
 - a. Full-time teaching faculty members who are on continuing appointment, including those on leave;
 - b. Full-time librarians with professional degrees who are on continuing appointment, including those on leave; and
 - c. Full-time employees with regular teaching responsibilities who are on continuing appointment, including those on leave (requests from whom will be considered only after requests from persons described in a. or b. above).

Awards are not made to part-time employees or for work completed prior to the commencement of full-time employment at Sweet Briar College.

2. Applications will be considered for expenses for the following:
 - a. Acquisitions of research materials
 - b. Special equipment
 - c. Supplies
 - d. Clerical and technical assistance
 - e. Fees for courses, seminars, workshops, and conference registrations
 - f. Necessary travel, including meals and lodging
 - g. Computer time and materials
 - h. Film and processing
 - i. Other similar costs directly related to the project

Under special circumstances, acquisition of computer software may be supported.

3. Requests for payment for the following expenses must be explicitly justified:
 - a. Publication/production expenses: The preparation of article-length manuscripts for publication in professional journals that provide no compensation or reimbursement of expenses may be funded. The preparation of book-length manuscripts and any necessary illustrative materials (including copyright fees when applicable) for publishers who provide no reimbursement of such costs may be funded. Other dissemination requests, *e.g.*, audio or video production may be published. Applicants' expenses for subsidies for publication/production will be limited to one request per project and given lower priority than other requests for research funds. These requests will be considered in the 3rd round only.

- b. Living expenses: Applicants are expected to meet ordinary living expenses at a level comparable to that of Sweet Briar out of their salaries. The Committee may impose a per diem limit for meals. Unavoidable additional expenses occasioned by the project or its location may be submitted for consideration. If the applicant's summer residence is ordinarily in the location of the proposed project, travel expenses to and from Sweet Briar should not be requested.
- c. Copying expenses: The standard rate for copying expenses shall not normally exceed the current institutional rate charged at Sweet Briar.
- d. Special equipment, clerical and technical assistance, and computer time and materials: These items must be explicitly justified if requested in an application and the applicant must show that no other departmental or college funds are available for these items.

4. Funds will not be available to cover the following:

- a. Expenses of dependents;
- b. Study or research leading to a degree;
- c. Purchase of specific course materials
- d. Supplies and equipment that can be purchased from other college budgets; or
- e. Cost overruns from previous grants.

5. Applications for grants-in-aid shall be sent to the Academic Assistant (Guion A102). Applications must have as the first page the covering sheet, which is available from the Dean's Office, from the Academic Assistants, or from the Forms Web Page on the Dean's Page.

6. The following deadline dates apply to proposals to the Faculty Grants Committee:

- | | |
|------------|---|
| October 15 | <ul style="list-style-type: none"> (a) For projects that will occur during the fall or spring terms of the current academic year or during the following summer; and (b) For sabbatical leave projects that will occur during the following academic year. |
| January 31 | <ul style="list-style-type: none"> a) For projects that will occur during the spring term of the current academic year, during the following summer or during the fall term of the following academic year; and (b) For sabbatical leave projects that will occur during the following academic year. |
| March 15 | <ul style="list-style-type: none"> (a) For projects that will occur during the following summer, or during the fall term of the following academic year; and (b) For sabbatical leave projects that will occur during the following academic year. |

In exceptional cases, applications for new projects may be submitted for work already completed if the applicant can demonstrate that it was impossible to meet an earlier deadline.

- a. A separate application must be submitted for each project for which a grant is requested, even if there is to be more than one project on a single trip. An application may be submitted individually by a faculty member or jointly by two or more members when they plan to work together on a project.
 - b. In the description of the project, indicate whether it represents a continuation of previous research (and if so, the current status of the project and the expected completion or publication date), what new areas are to be investigated, what significance the work may have, and how it will fulfill the purposes of the grants-in-aid program. Specify where the work will be done and how long it will take, and submit an itemized estimate of expenses. Requests for mileage expenses should conform to the College's allowance. If funds are also being applied for from an agency outside the College, give details, including the expected decision date.
 - c. One electronic copy is to be submitted according to the instructions on the faculty grant cover sheet available on the Dean's Forms and Information page (<http://www.dean.sbc.edu/academicsecs/forms/forms.html>). The Committee welcomes, but does not require supporting letters from colleagues at Sweet Briar or elsewhere who can evaluate the proposal.
7. Requests will be evaluated on the basis of merit; other things being equal, preference will be given to those faculty members who have not recently received awards from the Committee.
 8. All grants made by the Committee shall be subject to the following conditions:
 - a. A final report, consisting of a section on the work accomplished, a section providing a financial accounting, and all required receipts, shall be submitted to the Chair by every recipient of a grant made by the Faculty Grants Committee. The final report shall be due no later than 60 days within completion of the project.
 - b. Failure to submit a final report within 60 days after completion of the project shall make a faculty member ineligible to apply for a grant until the final report is submitted.
 - c. Unexpended portions of awards shall be returned to the Committee.
 - d. Permanent materials such as equipment, microfilms, photocopies, and books purchased by means of a grant-in-aid become the property of the College if either the department concerned or the Librarian considers them suitable for future use.
 - e. Funds for publishing expenses, clerical and technical expenses, supplies, or other expenses directly related to the production of any book, artwork, or other project from which the applicant may realize any profit shall be reimbursed to the Committee if and when such profits are realized, but only to the extent of such profits.

9. G. Noble Gilpin Faculty Development Grant

- a. A challenge grant from the Cabell Foundation of Richmond, Virginia, and matching funds from Mr. & Mrs. Heinz K. Simon (Allison Stemmons '63) of Dallas, Texas, have established a permanent Faculty Development Fund from which awards are made annually to members of the faculty for attending meetings participating in summer seminars, workshops, and institutes; visiting museums, laboratories, libraries, and theatres; purchasing materials essential to maintaining competence in a discipline; and advanced degree work which would ultimately result in better teaching quality. Variety of purpose shall be stressed in awarding these grants, and preference shall be given to those below the rank of full professor.
- b. Applications for the Gilpin Grants shall conform to the guidelines set forth in Sections 1-8 above for other grants-in-aid. These applications will be reviewed by a joint student-faculty committee consisting of the President of the Student Government Association, two student representatives from the Student Curriculum Committee, the Senior McVea Scholar, and the Faculty Grants Committee. The recommendations of this joint committee are subject to approval by the President and the Dean.
- c. Conditions governing Gilpin awards are the same as those described in Sections 1-8 above for other grants-in-aid.
- d. G. Noble Gilpin was professor of music at Sweet Briar College from 1946 until his retirement in 1972. In 1967, he received an outstanding teacher award. He was Chair of the Music Department for nine years, and served as chapel organist and choir director for much of his career.

10. Kenan Fund

The purpose of grants-in-aid supported by the Kenan Fund is to improve the professional and teaching competence of the faculty by supporting a variety of professional activities, including:

- a. research
- b. advanced studies and participation in seminars and workshops
- c. presentation of refereed or unrefereed research papers at conferences
- d. attendance at conferences, performances, exhibitions, etc.

11. Sweet Briar Faculty Fellowship Grant

- a. The purpose of this award is to give its recipients opportunities for professional and personal development through association with other scholars or creative artists in their field and through study of recent developments in their disciplines. The Sweet Briar Faculty Fellowship Grant is supported by funds received from the Kenan Fund.

- b. All faculty who are teaching full-time and have achieved the terminal degree or its equivalent are eligible for the award. Among equally meritorious proposals, preference will be given to those applicants who plan advanced study and research at other centers of learning and scholarship.
- c. Ordinarily, the fellowship will be awarded to one individual each year. The fellowship will provide an amount to cover the individual's expenses related to study or research, and compensation. The current maximum amount of the grant for expenses and compensation is \$25,000. Fellowship recipients are eligible to apply for additional grants-in-aid related to the same project. In the event that no year-long project of sufficient merit to fulfill the purpose of the grant is received, the Committee may consider one or more applications for the half-year projects, at lesser amounts.
- d. Candidates for the major award should submit a completed application form, available from the Academic Assistants or on the Dean's Office Forms and Information Page, to the Academic Assistant (Guion A102) no later than October 15 of the academic year preceding the initiation of the proposed project (see Appendix II of the Grants-in-Aid Appendices at the end of this section V). The decision of the Committee is subject to confirmation by the Dean, and will be announced no later than November 15.
- e. Other information may be obtained from the Dean or the Chairman of the Faculty Grants Committee.

12. Fund for Interdisciplinary Studies in the Humanities

- a. In order to promote the aims of interdisciplinary studies, the Faculty Grants Committee awards grants from an endowment created in 1977 by a National Endowment for the Humanities challenge grant and matching funds contributed by Sweet Briar alumnae.
- b. A Curriculum Subcommittee, consisting of three members of the Faculty Grants Committee, shall be appointed by the chair. The Curriculum Subcommittee, at the direction of the Chair, shall be responsible for considering and making recommendations to the full Committee with respect to all funding requests relating to interdisciplinary curricular concerns which may be eligible for funding by the Fund for Interdisciplinary Studies in the Humanities.
- c. All applicants for grants who wish to have their projects considered for funding from the Fund for Interdisciplinary Studies in the Humanities should so state in their application. They should also include a detailed explanation of the interdisciplinary content of their proposed project.
- d. In order to be considered "interdisciplinary" for the purposes of Sections 1-8 and 12, projects must be either (a) interdisciplinary between different disciplines within the humanities, or (b) interdisciplinary between humanities discipline and a non-humanities discipline.

- e. For determining whether a humanities discipline is a component of a proposed interdisciplinary project, the following definition from the act of Congress, which established the National Endowment for the Humanities, shall be applied:

"The term `humanities' includes, but is not limited to, the study of the following: language, both modern and classical; linguistics; literature; history; jurisprudence; philosophy, archaeology; comparative religion; ethics; the history, criticism, and theory of the arts; those aspects of social sciences which have humanistic content and employ humanistic methods; and the study and application of the humanities to the human environment with particular attention to reflecting our diverse heritage, traditions, and history and to the relevance of the humanities to the current conditions of national life."

- f. The following categories of grants may be supported by funds received from the Fund for Interdisciplinary Studies in the Humanities:

- 1) Individual interdisciplinary study and research
- 2) Interdisciplinary curriculum development and planning and preparing interdisciplinary courses
- 3) Planning and organizing interdisciplinary seminars
- 4) For consultants or other outside authorities (such as speakers) to introduce new material to faculty members on interdisciplinary matters
- 5) Attending interdisciplinary scholarly conferences
- 6) Instructional materials and equipment, including film rentals, library acquisitions and maps for interdisciplinary courses
- 7) Other interdisciplinary initiatives not mentioned above

- g. Applications for grants-in-aid supported by the Fund for Interdisciplinary Studies in the Humanities and described in Section 5.f. above shall conform to the guidelines set forth in Section A above for other grants-in-aid. Conditions governing grants-in-aid supported by the Fund for Interdisciplinary Studies in the Humanities are the same as those described in Section A above for other grants-in-aid.

- h. Requests for released time from teaching. In additions to the grants set forth in Section 5.f. above, departments may apply for funds to release one or more of their members from their regular course obligations, so that such members may teach in interdisciplinary courses.

C. SWEET BRIAR COLLEGE PROCEDURES FOR INITIATING PROPOSALS WHICH COULD REQUIRE EXTERNAL FUNDING

This procedure is intended to encourage the faculty to initiate proposals for institutional, departmental, and individual professional development. The offices of Sponsored Programs and Development cooperate to seek support from all possible sources for academically related proposals.

This procedure requires:

1. An idea in writing on an "Abstract of Request for Support" Form (a copy of this form is provided on page 29).
2. Encouragement and logistical support from the Office of Sponsored Programs (Grants Officer).
3. One or more meetings to consider and design a plan for promulgation of the idea.

***D. ADMINISTRATION OF GRANTS AT SWEET BRIAR COLLEGE
SECTION I PRE-AWARD***

1. Sweet Briar College Proposals for External Support
 - a. All proposals should be in writing on a one-page "Abstract of Request for Support Form" available from the Office of Sponsored Programs (Grants Officer).
 - b. All proposals for external funds, as described in the introductory paragraph of Section II, must be preceded by an Abstract of Request for Support Form (RFS). This includes proposals initiated by faculty and in administrative offices including: Development, the Pannell Center, the Babcock Season, and Career Services. The Grants Officer is responsible for circulation of the RFS for signatures.
 - c. Once filled out, the Abstract of Request for Support form (RFS) should be sent to the Grants Officer. Once this form is signed as required, it is to remain with a proposal until it is approved or denied. It will serve the dual purpose of notice of intent to seek funding and as a final sign-off sheet prior to submission of a proposal.
 - d. The Grants Officer will provide assistance and encouragement in preparing the RFS and subsequent forms and drafts.
 - e. A conference should be initiated to discuss the abstract with all those who would be involved. This conference should include: the Proposer(s), the Dean, the Vice President for Finance and Administration, the Sponsored Programs and Development Officers, any department chairperson involved, and others who could be affected by your proposal or have a need to know or could help. If the conferees decide that the proposal affects the academic program they shall send the proposal to the Instruction Committee.
 - f. Any proposal with academic implications will be prepared in sufficient detail for consideration by the Instruction Committee and presentation to the faculty with the Committee's recommendation, whether its recommendation is favorable or unfavorable.
 - g. A fully developed proposal will be sent to all the conferees (e. above) for review and guidance in terms of policy, content, budget, and funding. A second meeting is usually desirable at this time. This draft and any subsequent drafts, numbered and dated, will be sent on to the President.

- h. A final proposal reflecting changes agreed to will be circulated with the RFS form for official approval by the Dean, the Vice President for Finance and Administration, and the Project Director (PI/PD) before going to the President. The Grants Officer will receive information copies at all stages of this process and sign the RFS form prior to transmittal of a proposal.
- i. The signatures of the Vice President for Finance and Administration and President are required on all proposals that commit any institutional resources. The signature of the Dean is required on any proposal that has any academic or curricular ramifications. The signature of the Vice President for Development is needed for any grant that requires matching funds to be raised from external sources. The President's signature is required on all proposals prior to their submission.

2. Inter-Institutional Proposals

The following procedures apply to proposals and grants that involve other colleges or organizations as fiscal agents and/or administrators.

- a. The Sweet Briar representative/project director for the project should be known or designated before a proposal is submitted;
- b. The abstract of Request for Support (RFS) form should be circulated by the Sweet Briar representative/ project director as required for all Sweet Briar projects seeking external funding;
- c. Sweet Briar's Grants Officer should be the first person to sign the RFS and is responsible for seeing that the RFS is circulated at the notification of intent and final approval stages;
- d. The representative/project director for Sweet Briar should be listed. The project director for the institution serving as fiscal agent should be named under "purpose and plan;"
- e. Under "Source of Funds" on the RFS, the submitting institution serving as fiscal agent should be named as well as the target agency;
- f. Once the proposal is funded, the Sweet Briar representative/project director will be required to provide a copy of the full proposal as funded along with other relevant documents to the Grants Officer;
- g. The Sweet Briar representative/project director will be responsible for requesting funds from the grant using external support vouchers;
- h. These vouchers will be sent to the Grants Officer to review for approval or rejection;
- i. The Grants Officer will send approved vouchers to the Comptroller of Sweet Briar to bill the administering college.

3. Abstract of Request for Support Form (RSF)

ABSTRACT OF REQUEST FOR SUPPORT FORM (RSF)

Office of Foundation and Government Relations
Sweet Briar College
Post Office Box Q
Sweet Briar, Virginia 24595
434-381-6296

Name: _____ Date: _____

Project Title: _____

Project Director: _____ Department: _____

PURPOSE AND PLAN:

EQUIPMENT, FACILITIES, SUPPLIES, MATERIALS NEEDED:

PERSONNEL: WHEN, WHERE, HOW LONG?

COST OF PROJECT:

WHEN WORK WILL BE DONE: _____

SUMMER _____ FALL _____ SPRING _____

SOURCE OF FUNDS: (To be completed by Grants Office)

NOTIFIED OF INTENT: Date: FINAL: REVIEWED AND APPROVED DATE

Chairperson: _____ Chairperson _____

Grants Officer: _____ Grants Officer _____

Dean: _____ Dean _____

VP for Development: _____ VP for Development _____

VP for Finance/Adm: _____ VP for Finance/Adm _____

President: _____ President _____

RETURN TO PI/PD RETURN TO GRANTS OFFICER

E. ADMINISTRATION OF GRANTS AT SWEET BRIAR COLLEGE

SECTION II POST-AWARD

All projects funded from external sources--government, foundation, corporations or individuals--with multiple line item budgets and/or time limitations for expenditure of grant funds and/or requirements for fiscal report are defined as "sponsored programs" and are subject to these procedures for administration of grants. Certain endowed internal funds requiring stewardship reports will be administered in the same manner. These include those funds awarded by the Faculty Grants Committee, the Interdisciplinary Studies Director, the President's Fund for Research, and Inter-institutional projects.

1. Awards

- a. Notification may come to the President or the Principal Investigator/Project Director (PI/PD).
- b. Upon receipt of notification of award, copies of the award documents letter should be sent to the Vice President for Finance and Administration and the Grants Officer. The latter will forward the information to the Dean and the Vice-President for Development.
- c. Any changes in the budget for obligation of time and college facilities must be approved by the person authorized to obligate the college--the President or Vice President for Finance and Administration.
- d. Where required, an acceptance of the award should be sent to the funding source in accordance with their instructions. The grantor may require an acknowledgment from the President or Chief Fiscal Officer. The Vice President for Finance and Administration and the Grants Officer must review the award to make certain there are no unexpected terms and conditions in the award documents.

2. Administration of Grants--the Sweet Briar Prior Approval System. The Grants Officer has the responsibility for this Organizational Prior Approval System (OPAS) to meet federal requirements, and will proceed as follows:

- a. Have the Post-Award Grant Administrator assign an account number to the grant;
- b. Provide the PI/PD with a supply of vouchers, time and effort report sheets, secretarial log sheets;
- c. Maintain expenditure records on an accrual basis;
- d. Provide the PI/PD with regular reports on fiscal obligations expenditures; and
- e. Provide the PI/PD with guidance on allowable changes and assistance in securing approval of modifications.

3. Expenditures (Procedures and Policy Information)

- a. PI/PD initiates Request for Payment voucher. Vouchers are available from the Grants Officer.
- b. The Grants Officer reviews request to see that there are funds in the grant account and that the expenditure is allowable under the grant/contract terms and conditions.
- c. The Comptroller checks the voucher after it is signed by PI/PD and Grants Officer and signs to authorize payment.
 - 1) All vouchers must be supported by internal purchase orders with supplier's invoices; Sweet Briar travel vouchers and documentation; and time and effort reports as appropriate.
 - 2) Purchase orders must be initialed by the Grants Officer to obligate funds. This is important since the monthly expenditure reports provided to the PI/PD are on an accrual basis and federal fiscal reports are made on an accrual basis.
 - 3) No changes can be made in salary and wage items or items specifically limited by the grantor without prior approval of the Grants Officer.
 - 4) Sweet Briar travel policy applies to all grants and contracts.
 - 5) Sweet Briar employment policies apply to all grants and contracts unless prior approval for deviation in policy is approved by the President/Dean/Vice President for Finance and Administration as appropriate.

4. Program and Fiscal Reports

- a. Final fiscal reports will be prepared by the PI/PD and Grants Officer for signature and transmittal by the Vice President for Finance and Administration.
- b. PI/PD is responsible for preparing non-fiscal (program) project reports in time to meet the grantor's schedule.
- c. The Development Office is responsible for stewardship reports to non-government grantors. The Grants Officer will prepare fiscal reports. The PI/PD is responsible for program reports.

5. General Information

- a. Current fringe benefit and indirect cost rates are available from the Sponsored Programs Office. The rates are revised annually under a formula set by the government under OMB ruling A-21.

- b. The Department of Health and Human Services (HHS) is the cognizant agency and has the responsibility for audit of all federal funds to Sweet Briar College.
- c. Monthly summer salaries for faculty are calculated at 1/9 of the academic year base salary unless some other terms are negotiated and agreed to by the grantee and grantor.
- d. Specific information related to federal regulations for compliance with civil rights, sex, and age discrimination, privacy, animal care, safety standards, accessibility for the handicapped, the Drug Free Workplace Act, lobbying restrictions, and accounting requirements under A-21 and A-133 are kept on file in the Grants Office. Sweet Briar College policy requires compliance with such regulations.

F. Travel Grants

To encourage professional development and activity on the part of faculty members with a view to continuing benefit for the College, travel grants are awarded to faculty members, including those on sabbatical leave but not those on leave without pay, for attendance at professional meetings. The following procedures will prevail:

1. A specified sum shall be designated each year for each of the full-time members of the Faculty, including the professional librarians. The travel grant is currently \$450 per capita. Continuing part-time faculty with more than one year of service qualify for a pro-rated share of the grant, based upon their teaching load.
2. Each faculty member may use up the per capita amount provided. Expense vouchers shall be prepared and submitted to the Dean's Office, along with receipts for major expenses. Receipts are due within 120 days. The money may be applied to all expenses including registration, housing, meals, and transportation. The latter may be based on the College's per mile rate for automobile travel or as cash reimbursement for other modes of travel.
3. At the end of the fiscal year a faculty member who has not used the entire travel grant may accrue funds over a three-year period rather than being capped at a two-year accumulation.
4. If the faculty member reads a paper, presides at a session, performs, is having an exhibit of work, or serves on a committee of a national professional organization, amounts up to a \$600 per capita allowance for the year will be paid by the College.
5. If carry-over funds are available, they may be added to whichever allowance is applicable, \$450 or \$600. For instance, if the entire \$450 is carried over from the previous two years, a maximum of \$1,350 would be granted for attendance and \$1,500 for participation, as described above.
6. If the faculty member attends a meeting primarily or entirely for institutional purposes, including recruitment, as attested by the departmental chairman, Dean, and President, all expenses will be met by the College, but will not be charged against the per capita allowance.

Not more than one departmental representative will, however, be thus authorized for recruitment at any one professional meeting.

7. Travel funds advance procedure

- a. After verifying with appropriate academic assistant that funds are available, submit written advance request memorandum to the appropriate academic assistant (for faculty) or the President's Office (for administrative personnel) at least ten working days in advance of the trip in order to allow ample processing time in the Business Office. The request should indicate name of organization, place and date of meeting, amount needed or allowable, where check should be sent, and last possible date by which the check should be in the hands of the requester.
- b. Upon return from the trip, a travel expense voucher must be prepared and submitted with all receipts to the appropriate academic assistant within 120 days. It will be recorded and forwarded to the Dean of the Faculty for approval. In the case of an administrative staff member it should be approved by the office head and then submitted to the Vice President for Finance and Administration.
- c. The balance will be determined at that time and the appropriate adjustments made.

GRANTS-IN-AID APPENDICES

Appendix I

Guidelines for Grant Reporting

Appendix II

Faculty Fellowship Application: Cover Sheet

You may obtain this form from the Dean's Office, from one of the Academic Secretaries or from the Forms Web Page on the Dean's Page.

Appendix I

Sweet Briar College Guidelines for Grant Reporting

Recipients of grants shall submit a final report, which includes a section on the work accomplished and a financial report. Receipts and a narrative report are due within 60 days of completion of the project. Unused travel funds must be returned within 30 days. If a project is ongoing, an interim narrative report is required. Faculty who fail to submit receipts (and/or reimburse the committee) or those who fail to submit a written narrative will be ineligible to reapply to faculty grants until they do so.

I. WORK ACCOMPLISHED

1. What was the objective of your original proposal? Describe WHAT you did for the grant as well as WHERE and WHEN. (If you presented a paper, appropriate pages of the conference program would be adequate.)
2. What problems (other than financial) did you encounter in the implementation of your project?
 - Was the amount of time sufficient?
 - In the case of research, did you find what you were looking for?
 - In the case of a conference, in what ways did (or did not) the panels or presentations fulfill your expectations?
 - If you had it to do over again, what changes would you make in your original proposal?
3. What are the results of your project?
 - If a publication: please describe the current status: i.e., rough draft completed, ms. Sent to publisher/journal, expected date of publication, etc.
 - If course preparation: please indicate in detail the nature of the new course or of course revisions
4. Do you expect to pursue this project? If so, please indicate plans. Will additional funds be necessary?

II. FINANCIAL REPORT

The financial accounting shall include a simple balance sheet showing the amount of the grant received, the total amount of grant-funded expenses incurred, and the balance of the grant remaining, if any.

You must provide receipts for all grant-funded expenses. See Attachment B, page 18, of the new travel policy for details. Since meal requests are limited to \$30 per day, you no longer need receipts for meals. Grant recipients awarded funds for supporting research assistants must submit timesheets signed by you and the research assistants. You must ensure that the proper paperwork is completed to get the research assistants set up on payroll. The grants office can help you with the required paperwork.

Although it is inconvenient for grant recipients to keep track of receipts, the alternative of having grants-in-aid reported as income is unattractive to recipients. By requiring receipts for grants-in-aid, the College conforms to IRS regulations. If the College did not require receipts, it would have to report grants-in-aid as taxable income.

NOTE: PLEASE PROVIDE RECEIPTS FOR THE FUNDS YOU WERE GRANTED

Thank you for your willingness to cooperate with these procedures. Please call Mary Woerner (6353), or Gail Payne (6324) if you have any questions about your or the College's compliance with these procedures.

March 2004

Appendix II

SWEET BRIAR FACULTY FELLOWSHIP APPLICATION COVER SHEET

Name: _____

Rank: _____ Department: _____

Mailing Address: _____ Office phone: _____

_____ Home phone: _____

Brief description of project:

Total amount requested: _____

- Instructions: 1) Complete the section at the top of this page, and use this as a covering sheet for your application.
- 2) On separate sheets, provide the information requested below, following the same outline. Please use a typewriter or computer.
- 3) Send the completed application to the Chair of the Faculty Grants Committee by October 15th.

I. Proposal

- A. Please describe your project, indicating where it will be conducted, how long it will take, and the nature of the activity.
- B. What is the anticipated significance of the work you plan to undertake, and how will it fulfill the purpose of the grant?

II. Funds requested

- A. Basic grant (\$25,000 maximum) - This is one-half the mean of the published salary range for your rank. Salary ranges can be obtained from the Finance and Administration Office.
- B. Expenses - Itemize the expenses you anticipate in relation to your project. Include such costs as travel, duplicating, supplies or equipment, assistance and tuition, as well as other costs necessitated by the project. You may also indicate any extra housing or living expenses occasioned by the project and its location, but you are expected to meet

ordinary living expenses at a level comparable to that of Sweet Briar out of your salary and the basic grant. Expenses of dependents will not be met by the grant.

- C. Other support - Have you applied, or do you plan to apply, to any outside granting agencies that might fund the same project? If so, please give details and indicate the expected decision dates. Do you anticipate remuneration for part-time teaching during your project? If so, give details.

Insufficiently itemized applications will not be considered.

III. Support information

Please submit a current curriculum vitae, and the names and addresses of two colleagues at Sweet Briar or elsewhere who are familiar with your background and able to evaluate your proposal. Ask them to send their recommendations by the October 15 deadline to the Chair of the Faculty Grants Committee, Sweet Briar College, Sweet Briar, Virginia 24595.

VI. MISCELLANEOUS INFORMATION

A. Academic Resource Center

The Academic Resource Center is located on the terrace level of the Chapel. Academic support is available in writing, reading, study skills, note taking, word processing, test preparation, and time management. A variety of software is available at the Resource Center for teaching typing, study skills, and preparation for the GREs. Tutorial work with the Director and assistants is done with individual students by appointment and on a walk-in basis during the hours the Center is open (and at other times by special appointment). Scheduled hours are posted at the beginning of each semester. Students whom faculty feel may need help in any of the above areas should be referred to the Resource Center as soon as the difficulty becomes apparent. Good students seeking to improve or to become more efficient in their use of time should also be encouraged to take advantage of the ARC. With student permission, the Director will keep the referring faculty member informed with regard to the student's progress. Any faculty member may invite the Director of the Center to a specific class to work with all class members at once on a study skill technique designed to suit the needs of that class. Faculty members are also welcome to require their students to bring drafts of papers to the Resource Center for help before submitting them for a grade. The Director is available for consultation with faculty on writing assignments and/or their own work being prepared for publication.

B. Academic Assistants

Two assistants are available for department chairs, faculty, and faculty committees. This service is provided in order to ease the burden of preparing correspondence, department and divisional reports, examinations and other course work, expense vouchers, requests for travel expenses and sabbatical leaves. In addition to assisting chairmen, the academic assistants will undertake professional correspondence for members of the faculty. If time permits, they are prepared to type articles for publication or academic conferences of 25 pages or less. FAX service is available at each office.

C. Student Government and the Honor System

All Sweet Briar students are members of the Student Government Association and sign an Honor Pledge. All academic work is done under the Honor System. For complete details of the Student Government Association, the Honor System, and Honor Regulations, the *Student Handbook* should be consulted. This Handbook, which is revised each year, also contains much useful general information, including descriptions of campus organizations and student committees. The procedure, which a faculty member should use if he or she observes a possible breach of the Honor System is stated in the *Faculty Rulings*.

D. Faculty Bulletin Boards

One glass-enclosed bulletin board outside the Dean's Office is a Faculty Bulletin Board and is for official notices. Notices of off-campus meetings and grant opportunities for faculty are posted

on the bulletin boards located in Fletcher and in the Guion Science Building; are sent to faculty in a regular mailing; and are available in the Dean's Office.

E. Faculty Meetings

Faculty Meetings are normally held throughout the academic year on the first Friday of each month at 2:45 p.m. unless faculty members are notified to the contrary. It is expected that faculty members will attend these meetings unless they are prevented from doing so by unusual circumstances such as illness, absence from the campus, or for other reasons. A member of the faculty who expects to be absent from a regularly scheduled meeting is asked to notify the President.

F. Formal Academic Occasions

The special functions at which the attendance of the faculty is normally expected are Opening Convocation, Founder' Day Convocation, and Commencement. Dark suits or dresses and black shoes should be worn with academic regalia. Those not owning academic attire may rent it through the Sweet Briar Book Shop. Any faculty member wishing to be excused on these occasions should make a written request to the President in advance, stating the reason for the request. Academic regalia is worn at these functions.

APPENDIX

Academic Freedom and Tenure - 1940 Statement of Principles, A.A.U.P.

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. 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}

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

ACADEMIC FREEDOM

- (a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- (b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. {2} Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. {3}
- (c) The college or university 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 make every effort to indicate that he is not an institutional spokesman. {4}

ACADEMIC TENURE

- (a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.
In the interpretation of this principle it is understood that the following represents acceptable academic practice:

- (1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.
- (2) Beginning with appointment to the rank of full-time instructor or a higher rank, {5} the probationary period should 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 of more than three years in one or more institutions, a teacher is called to another institution it may 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. {6} 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. {7}
- (3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. {8}
- (4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should 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. {9}
- (5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.