



FACULTY PERSONNEL MANUAL

June 2017

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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 Program of Education of the State of Virginia. The engineering program is approved by the Accreditation Board for Engineering and Technology (ABET).

* 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 and Dean of the College 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*.

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 College is the chief academic officer; the Vice President for Finance and Administration is the chief financial and business officer; and the Dean of Student Life and Academic Support 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 College 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 Manual 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 Dean of the College after consultation with the President and the program chair concerned.
2. 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, search committees will have broad representation of academic disciplines. In the case of small programs, colleagues in related fields are invited to serve on the Search Committee. The membership of the Search Committee shall 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, tenure-track positions are advertised nationally in the format usually consulted by colleagues in a particular field. Committee members should be guided by the Dean's Office and the Department of Human Resources regarding the wording of advertisements and their placement, and other employment requirements and regulations, including the need for a background check before a letter for employment can be offered. These offices should also be consulted about search protocols and scheduling of candidates' interview schedules and travel arrangements. 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, for posting on the College website.
 - 2) After consultation with the Dean, the top candidates may be invited to campus for interview and evaluation by all members of the program and Search Committee. Salary range and rank should only be discussed with the Dean, who extends the offer.
 - 3) Plan for candidates to give at least one, and preferably two, demonstration classes with student-faculty evaluation. All members of the program and Search Committee shall 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 Search Committee shall have an opportunity to review the credentials of all applicants and should rank them in order of preference, with attention given to the job description and the extent to which candidates fulfill the various skill and knowledge sets given in the description. All notes shall be saved by the committee chair and turned in to the Department of Human Resources at the end of the search to be archived. The Director of Human Resources shall be consulted to be certain that all members of any search committee are aware of the proper protocols for reviewing, dealing with, and interviewing candidates.
 - 6) The Chair of the Search Committee shall 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 shall be consulted before reinitiating the search process.

b. Full time and part-time employment letter appointments (not tenure-track):

The procedural guidelines to be followed in making full time appointments for a limited time period (ex: a sabbatical replacement) are as described above for tenure track 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 the appropriate announcement of a part-time position shall be made by the Dean of the College 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 College.

D. 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.

1. "Adjunct" The prefix "Adjunct" denotes a temporary (non-tenure-track) faculty member who is employment lettered 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 program chair and the Dean.
2. "Visiting" The prefix "Visiting" denotes a temporary (non-tenure-track) employee who is normally employed full-time. In addition to teaching and maintaining office hours, it is assumed that visiting faculty will maintain an active agenda of scholarship and service to the College. 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 program chair and the Dean.
3. Full time faculty appointments are regularly made on a nine-month basis, but salaries are paid 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 programs or divisions.

A full-time member of the Faculty may accept 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 shall not be undertaken without the prior approval of the program chair and the Dean.

4. Offer letters to appointees from the Dean specify the terms of the appointment. This letter, together with the Statement of Policies in the matters of appointment, promotion, etc., and the appointee's signature on a copy of the letter is considered binding on both parties.
5. Appointments before tenure 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 Dean of the College in consultation with the President and the program or division concerned, as represented by its chair, and when necessary, with the Personnel Committee.

E. Qualifications and Terms for Appointment, Tenure, and Promotion for Academic Faculty

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 or the terminal degree in the field by the end of the first year of service, particularly for a tenure-track position. An initial appointment as Instructor in a tenure track position normally shall be for two years. If the Ph.D. is the terminal degree in the field, and it 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 employment letters 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, 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, and 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. 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.

6. Special Qualifications for Athletics and Riding:

All teaching positions within the athletic and riding programs shall be hired with the status of instructor. These appointments will be renewable term appointments and the holders of such appointments shall not be eligible for tenure. Holders of teaching appointments are responsible for course instruction in the programs and/or coaching of varsity athletic and riding teams as applicable.

Normally, the requirements for initial appointment as an Athletic or Riding instructor are:

- a. A minimum of a master's degree or equivalent relevant experience in physical education, equestrian arts, or related fields.
- b. Evidence of mastery in an area of athletic or equestrian specialization
- c. Successful experience in teaching courses aimed at building life-long skills.
- d. Strong recommendations supporting teaching and/or coaching effectiveness

Requirements for reappointment as Instructor include:

- a. Evidence of effective teaching and/or quality of coaching, service to the department and where appropriate, administrative leadership. Evaluation will be based upon student evaluations, evaluations from your direct supervisor and effective preparation for varsity competition.
- b. Evidence of successful recruiting.
- c. Evidence of continuing professional growth.

7. 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, such as joint appointments and shared positions between programs.

F. Evaluation of Faculty Positions

1. Tenured Faculty:

Every three years after being granted tenure, or having received a promotion, faculty will be reviewed with respect to strengths and weaknesses in teaching, scholarly and creative activity, service to the College, and other professional responsibilities. The faculty member will provide a dossier for review, including a current *curriculum vitae*, a short narrative statement reviewing accomplishments and challenges, and student evaluations of teaching. Other information may include faculty information forms, student evaluations of advising, and other appropriate documents. Additional information may be submitted by the member of the program or requested by the chair. Reviews should be completed by June 10 and an evaluation should be submitted to the Office of the Dean.

- a. The evaluative categories are as follows:
 - 1) Effectiveness in teaching
 - 2) Evidence of success (for tenure and promotion, normally at the national level faculty) in research and other scholarly activities
 - 3) Effective service to the Program and to the College
 - 4) Promise of professional growth in each of the categories above (teaching, research and other scholarly activities, and service to the Program and the College).
- b. Normally, faculty members will be evaluated by the chairs of their programs, but in some circumstances, faculty members may request that the review be conducted by another faculty member, such as the head of the division, or a tenured faculty member in a related discipline, who is mutually acceptable to the Dean and the faculty member being evaluated. Such a request must be made in writing to the Dean before the last day of classes in the Spring term.
- c. After the initial review, the evaluating faculty member will provide a letter to the Dean with a copy to the individual (and the chair of the individual's program, 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, as well as outstanding achievements, and
 - 3) Summarize suggestions for instructional or programmatic changes to be made and any suggestions for professional development made as a result of these discussions. The implication here is that suggestions for professional development are expected.
- d. The Dean, evaluating faculty member, and individual will meet to discuss the review. The Dean will then provide the faculty member with a written document summarizing the results of the meeting and recommendations for improvement. S/he will also provide an opportunity for the faculty member to respond to any recommendations or comments in writing and/or in a subsequent meeting.
- e. If any substantive professional deficiencies are identified in the review process, the Dean may impose a shortened evaluation period for subsequent performance reviews.

2. Tenure-track faculty:

- a. An annual review is required for all tenure-track faculty. The tenure-track faculty shall produce a professional agenda that outlines specific professional goals. The agenda will be reviewed and possibly modified annually. The evaluative categories are as follows:
 - 1) Effectiveness in teaching

- 2) Evidence of success (for tenure and promotion, normally at the national level faculty) in research and other scholarly activities
- 3) Effective service to the Program and to the College
- 4) Promise of professional growth in each of the categories above (teaching, research and other scholarly activities, and service to the Program and the College).

It is the responsibility of the tenure-track faculty to provide supporting documentation.

The evaluation is conducted by the chair of the program or division leader who reviews the materials and provides a written summary and recommendations to the Dean, forwarding the materials reviewed. A meeting is then scheduled between the Dean, the tenure-track faculty member, and the reviewer. After the meeting the Dean will then provide the faculty member with a written document summarizing the results of the meeting and any recommendations or comments. S/he will also provide an opportunity for the faculty member to respond to any recommendations or comments in writing and/or in a subsequent meeting.

In the spring term of the third and fifth year of service, the Dean solicits feedback on the tenure track candidate from all tenure track and tenured faculty and this information is shared with the candidate as part of the review. In the fifth year, particularly, a notice of tenure review is sent from the Dean's office, unless a request for deferment is made by the candidate. Candidates may defer the tenure review twice. A deferral may be granted for such circumstances as family or personal circumstances, health problems, etc. The request should be made in writing to the Dean's Office, explaining the circumstances that justify a deferral.

- b. With specific regard to reappointment, the probationary period is a time of growth for the candidate, and over this period there will be a progression 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.
- c. Notice of reappointment or non-reappointment of employment letters will be made in writing no later than July 15 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 process reminders to the candidates and their chairs depending on the terms of the original employment letter. Unless otherwise notified before the end of the current employment letter, there should be no expectation that any employment letter will be renewed given that either the appointee or the College is free to terminate an appointment at the end of the specified period without prejudice.

3. Program Reviews of Majors: An overall review of the major of every program will be held on a regular schedule. The review will be used to plan the academic program with respect to goals, needs and objectives. Outside reviewers may be used at the request of the program.

4. 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 instruction as requested by program 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 a specified time period at the end of the term.
- 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 in reviews of all program faculty, by the program 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 to one of the Academic Assistants, and not given to the instructor for review until after the final grades for the course are submitted. When completed in class in hard copy form, 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; otherwise, they are completed on-line, either during or outside of class 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.

G. 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 Program and the College; 4) promise of professional growth in each of these areas (teaching, research and other scholarly activities, and service to the Program, Division, 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 be other than 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 employment letter. (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 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 program 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 program 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 program's or the head of the division's 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.

3. Summary of Deadlines for Tenure Review:

May 1

The Dean informs the program chair, 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 program 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 program.

October 15

All materials, including the program's 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. The program's recommendation, reflecting the collective opinions of all full-time members of the program (submitted by the chair to the Dean).
- b. Individual letters from every tenured and tenure-track faculty member in the program (submitted directly by program 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 Programs 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 program, letters from up to three committee chair persons under whom the candidate has served, and letters from the campus.
- g. Letters of recommendation from current majors and letters of recommendation from alumnae majors of up to 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

5. Appeal Process:

If tenure is denied, the following process to appeal the decision can be followed:

- a. 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 the decision, 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.

- b. 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.
- c. 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.
- d. 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.
- e. 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.
- f. The President will inform the candidate of the final decision within three weeks of the hearing.

H. 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) Program 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 program_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 program before making the recommendation. A program 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 program 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 non tenure-track faculty member who has been in rank for at least eight years and has not been recommended by the program 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 program 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. The appeals process is outlined in section G.5.

2. Summary of Deadlines for Promotion:

(no later than) Oct. 1

The chair requests the candidate's 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 program.

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 program.

Nov. 7

Candidates not recommended by their program 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 programs 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. However, evaluation will focus on demonstrated

accomplishment within the Criteria since the candidate's previous promotion, and evidence of continuing professional growth.

- 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 programs 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.

I. 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.

J. Evaluation and Reappointment of Non-Tenure Track Faculty

Part-time and full time, non-tenure track faculty member appointments are at-will and termination of an appointment can occur without cause at any time. However, an anticipated duration of the appointment, along with conditions of notice may be stated in the appointment document. A subsequent appointment must be accompanied by a positive evaluation review and a new appointment document. Appointees shall give two weeks' notice prior to the end of an academic term. The teaching of each part-time and full time, non-tenure track faculty member will be evaluated by the Chair of the program involved and by the Dean of the College at the completion of the term of the faculty member's first and subsequent appointments. This should involve a review of student course and instructor evaluations, syllabi and other pertinent material. A positive evaluation may make the faculty member eligible for reappointment if there is a need, but does not guarantee a reappointment.

Instructors and visiting assistant or associate professors in the academic program are normally eligible for promotion following at least seven years of continuous part-time service to the college, but in exceptional cases, may be eligible after five years of continual service. Excellence in teaching, evidence of professional growth and service to the college are considered in evaluating part-time and full time, non-tenure track candidates for promotion. See Section I.1. for information on the promotion process.

K. Compensation of Part-Time Faculty

1. The base salary for part-time faculty members will normally be a 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. This will normally occur only after five years of continuous service to the college.

L. 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 adequate cause, defined as:
 - a. Financial exigency
 - b. Bona fide discontinuance or substantial modification of an academic program or department resulting in diminished personnel requirements. Discontinuance and/or substantial modification of a program that results in diminished personnel requirements is subject to Board of Director approval.
 - c. Professional incompetence.
 - d. Serious breach of professional ethics.
 - e. Breach of College policies, procedures and codes of conduct as outlined in the *Employee Policies and Guidelines Handbook*.
<http://sbc.edu/human-resources/wp-content/uploads/sites/35/employee-policies-and-guidelines-11-28-16.pdf>
 - f. Serious misconduct, including inordinate moral turpitude.
 - e. Willful neglect of duty.
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 "L.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, the Dean of the College, the Director of Human Resources 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 program 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/her duties, the President may suspend the faculty member temporarily and without prejudice prior to or after the conference.

- b. Initiation of Hearing Procedure. If an adjustment does not result from the above conference, the faculty member may request a hearing.
 - 1) The hearing committee will be constituted in the same manner as the tenure appeals committee (see Section G.5.C & D) with the addition of the President of the College. The faculty member shall be informed in writing of the charges and or reasons for the proposed termination. The faculty member will be instructed to review this section of the Faculty Personnel Manual pertaining to the Hearing Procedure. Sufficient time shall be allowed before the date of the hearing for the faculty member to prepare a defense but shall be limited to thirty days unless both parties agree to an extension. Seven days prior to the hearing, the faculty member shall provide a written statement addressing the charges. Both the college and the faculty member are permitted to present written briefs. The faculty member may be present and may be represented by counsel or an advisor of his or her choice.
 - 2) At the beginning of the hearing the Chair of the Faculty Executive Committee or an authorized representative of the collage shall read the charges and or reasons for the proposed termination of the faculty member.
 - 3) Both the faculty member and the College shall be afforded the opportunity to present evidence and each may present and question witnesses. Ordinarily this will be done by the parties involved or the Chairman of the Hearing Committee; counsel will not be permitted to interrogate witnesses.
 - 4) All the evidence should be duly recorded at the expense of the College. The College can determine the means of recording. A transcript and or recording 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. The Committee may request additional information from either the faculty member or the college. 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.

M. Policy on Supplemental Compensation for Full-Time Faculty

1. 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 shall discuss the nature and extent of these responsibilities in advance with their Chair and the Dean of the College. 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.

2. The Dean of the College must approve any remuneration (e.g. stipends from internal funds) paid to salaried Sweet Briar College employees that exceeds their normal employment lettered rate of pay. This type of remuneration is generally associated with additional internal assignments.

N. 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 program 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.

O. Sabbaticals and Leaves

1. Full-time professors, associate professors and assistant professors 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 program or division concerned. Such leaves shall not occur more often than one year in every seven. 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 in the program. 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 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 program chair and the Dean. A statement should be prepared explaining the specific advantages foreseen. On return a written report of the sabbatical leave shall be presented to the Dean.
4. The granting of leave is at the discretion of the Dean of the College, after consultation with the program or division concerned and the President. 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.)

P. *Family Leave Policy:* Please see the Employee Policies and Guidelines, page 22.

Q. *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 program 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 program chair and the Dean. Individual teaching loads differ according to program 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 contact 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 academic year as determined by the program 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 program before agreeing to offer "honors courses" or to participate in interdisciplinary 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 also posted on-line 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 shall notify the program chair promptly. If a faculty member must be absent from classes for several days, he or she shall confer in advance with the program 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 expected 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.

d. Student Evaluation of the Faculty: Guidelines for student evaluation of teaching faculty are as follows:

- 1) Each faculty member is required to administer instructor and course evaluations each semester. These evaluations are currently administered on-line and faculty will be informed about their use and the potential to add course or program specific questions to the evaluation format.
- 2) Faculty members must submit all student evaluations as requested by program chairs or division leaders for the purpose of three year reviews for tenured faculty, recommendations for tenure or promotion, and for possible reappointment.
- 3) Student course evaluations will be available on-line two weeks before the last day of classes. Students will be informed by e-mail of their availability and the deadline by which they must be submitted.
- 4) Faculty members will explain to their students that their responses are valuable for course improvement; that student evaluations of instructors are used by the College in the evaluation of faculty for reappointment, tenure, and promotion; and that the evaluations are anonymous. In order to achieve a higher level of participation, faculty are encouraged to

give students class time to complete the evaluations, either on their own electronic devices or in a computer laboratory.

5) All faculty members must participate fully in the student evaluation process.

3. Academic Advising

All full-time faculty after the first year of service are expected to participate in the academic advising program as needed. All first and second year students are assigned to faculty advisors who are selected by the Dean of the College. Advisors have special responsibilities for the academic adjustment of these students. Third and fourth year students majoring in a program may be advised by the chair of the program or by one of the full-time members of the faculty in that program.

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 dean 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 College 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 College and the vice president for finance and administration.

R. Intellectual Property Policy

Please refer to the Intellectual Property Policy posted on the Dean's Forms and Information Page (<http://www.dean.sbc.edu/academicsecs/forms/Intellectual%20Property%20Policy.pdf>).

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. New full-time faculty will receive their first paycheck on July 31. New faculty must complete new hire paperwork before paychecks can be issued (prior to August 15, in order to be paid August 31). The first paycheck will be mailed to your office; subsequently, your salary will be direct deposited to your bank account.

B. Grants-in-Aid and Professional Development/Travel Grants

Please refer to the Grants-in-Aid, Professional Development, and Travel Grants Policies available on the Dean's Faculty Forms and Information (<http://www.dean.sbc.edu/academicsecs/forms/Grants-in-Aid%20Travel%20Policies.pdf>).

VI. MISCELLANEOUS INFORMATION

A. 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*.

B. Faculty Meetings

Faculty members are expected to attend all regularly scheduled meetings of the faculty. A faculty member who cannot attend should inform the dean 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.

C. Formal Academic Occasions

The special functions at which the attendance of the faculty is normally expected are Opening Convocation, Founder' Day Convocation, and Commencement. 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 Dean 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

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:

- (a) 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.

- (b) 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}
- (c) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. {8}
- (d) 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}
- (e) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.