



FACULTY PERSONNEL MANUAL

September 2023

I. HISTORY OF SWEET BRIAR COLLEGE	2
II. THE MISSION STATEMENT OF THE COLLEGE	2
III. ORGANIZATION OF THE COLLEGE	3
IV. STATEMENT OF THE POLICIES OF SWEET BRIAR COLLEGE	
A. Academic Freedom.....	3
B. Political Activities	4
C. Appointing Faculty	4
D. Non-Tenure Track Appointments.....	7
E. Qualifications and Terms of Appointment	8
F. Evaluation of Faculty	10
G. Appointment or Promotion to Tenured Faculty	24
H. Promotion	30
I. Faculty Retirement Process and Benefits	36
J. Emeritus Status.....	37
K. Compensation of Part-Time Faculty	37
L. Dismissal of a Member of the Faculty	38
M. Policy on Supplemental Compensation for Full-Time Faculty.....	40
N. Released Time	40
O. Leaves.....	40
P. Family Leave Policy	41
Q. Faculty Responsibilities	41
R. Intellectual Property Policy	44
S. Division Heads	44
V. SALARY/GRANTS-IN-AID/TRAVEL GRANTS	
A. Salary Payments	45
B. Grants-in-Aid and Professional Development/Travel Grants	46
Appendix: Academic Freedom and Tenure - 1940 Statement of Principles, A.A.U.P.....	47

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 2,840-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 a broad range of national and regional professional associations such as the Association of American Colleges & Universities, 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 science program is accredited by the Engineering Accreditation Commission of ABET, www.abet.org.

* 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 THE COLLEGE

Sweet Briar College challenges and inspires women, forging ethical leaders with the skill, compassion, and vision to create a more just and sustainable world.

Approved by the Sweet Briar Board of Directors, February 2022

Faculty Vision Statement in Support of the Mission

Sweet Briar's academic programs, at the undergraduate and graduate levels, seek to cultivate an inclusive and vibrant community of learning among students, faculty, and staff that prizes ethical and innovative thinking. Our curriculum fosters personal and professional development through a liberal arts education. The faculty and staff guide students to understand how justice and sustainability are connected; promote inclusivity, diversity, equity, and access; solve real-world

problems across an array of disciplines confidently and creatively; and develop critical analytic and communication skills. Students pursue these goals in the classroom, across the campus community, and around the world.

Approved by the Sweet Briar faculty, February 2022

II. ORGANIZATION OF THE COLLEGE

A. Organization of the College

The organizational chart (found on the President's Office website) indicates the 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, and some committees have mixed membership of faculty, staff, 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 vice president of academic affairs and dean of the college (hereafter the "dean") is the chief academic officer; the vice president for finance, operations, and auxiliary enterprises is the chief financial and business officer; and the dean of student life reports to the dean and oversees residential life and student co-curricular matters. In case of an emergency, if the president should be absent or incapacitated, the chair of the Board of Directors 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

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. 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.
3. Questions dealing with academic freedom may be referred to the Faculty Senate.

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 themselves 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 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. Appointing Faculty

1. Proposing full-time non-tenure track, tenure-track, or tenured professorial positions. Choice of full-time tenure-track or long-term positions needs to be considered with extraordinary care in order to support strategic priorities of the College. Toward that end, decisions about these positions will be handled as described below.
 - a. In each spring semester, the dean of the college will solicit proposals for full-time non-tenure track, tenure-track, or tenured positions from the division heads for the academic year. In general, the proposal will request identification of a specific field of expertise, accompanied by data on need for course coverage, demand for courses, and alignment with the strategic vision of the college. The proposal should also imagine possibilities for enrollment and increased opportunities for research, including collaborative research with other faculty and students.
 - b. Once proposals are received, the dean of the college will review the proposals, requesting additional data as needed, and inform the division heads of the decisions ahead of the staffing plan process for the following academic year.

2. Proposing visiting professorial, instructor, and part-time positions.

Each fall, division heads should request visiting professorial, instructor, and part-time positions as part of the call for staffing plan process that occurs in the fall of each academic year.

3. All full-time and part-time faculty appointments are made by the dean of the college after consultation with the president and the faculty of the program. The exception to this process is the appointment of Athletic or Riding Instructors, which is made by the Athletic Director after consultation with the president. For those appointments, the process followed is established by the Athletic Director.
4. 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

- i. Normally, non-tenure track and tenure-track positions are advertised nationally.
- ii. Search committee members should be guided by the Dean's Office and the office of human resources regarding the wording of advertisements and their placement, and other employment requirements and regulations, including the need for a background check. These offices should also be consulted about search protocols and scheduling of candidates' interview schedules and travel arrangements. Copy for ads are reviewed and approved by the dean and the director of human resources, who also serves as the College's equal opportunity and compliance officer, prior to posting on the College website or distribution to other recruitment sites.
- iii. 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.
- iv. Arrangements must be made for the candidate to see the dean and, whenever possible, the president.
- v. 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 office 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.

- vi. Candidates should give a demonstration class with student and faculty evaluation. All members of the faculty shall be invited to attend. Candidates should also be given the opportunity to have informal contact with students without faculty present.
- vii. The search committee shall relate to the dean their views of the pros and cons of each candidate. In the event the search committee considers none of the candidates as possible hires, the dean shall be consulted before reinitiating the search process.
- viii. Salary range and rank should only be discussed by the dean, who extends the offer.
- ix. The dean will notify the search committee of the outcome of the search as soon as the signed offer letter is received.

b. Part-Time Appointments

The decision about the appropriate announcement of a part-time position shall be made by the dean and appropriate program faculty. The dean and program faculty may 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 dean and appropriate program faculty.

- 5. Full-time faculty appointments are regularly made on a nine-month basis with salaries paid over 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 the work of the College. 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 dean.
- 6. Offer letters to appointees from the dean specify the terms of appointment. This letter, together with the Statement of Policies in this manual and the appointee's signature on a copy of the letter, is considered binding on both parties.
- 7. Appointments are regarded as bilateral agreements, which should not be broken by either party without sufficient reason. Similarly, faculty on the tenure-track should not be denied reappointment without sufficient reason.

8. Either the appointee or the College is free to terminate an appointment at the end of the specified period without prejudice.
9. Decisions as to reappointment or promotion in rank are made by the dean following the procedures in sections IV.F and IV.G.

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. Professorial appointments

- a. “Adjunct”: The prefix “Adjunct” denotes a temporary (non-tenure-track) faculty member who is employed 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.
- b. “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. Full-time visiting faculty members are eligible for benefits. Appointments may be for one to three years. Visiting faculty may be considered for reappointment to a non-tenure track renewable appointment based on the staffing needs of the College and after evaluation by the appropriate program faculty and/or the dean.
- c. Non-tenure track appointments with the title of assistant professor, associate professor, or professor are renewable positions following an evaluation by the appropriate program faculty and/or the dean.

2. Instructor appointments

- a. Typically, appointments at the rank of instructor are for faculty that have not received a doctorate (or an appropriate terminal degree).
- b. All teaching positions within the athletic and riding programs shall be hired with the status of Instructor. These appointments in the athletic and riding program 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.

3. Conversion of full-time non-tenure track faculty to tenure track or tenured position.
 - a. Tenure-track or tenured positions will be filled by a national search that occurs in the optimal time of the hiring cycle. When such a position becomes open, per the process described above, non-tenured faculty who qualify for the position are encouraged to apply. In rare instances, however, the College may consider moving a faculty member from a non-tenure track or non-tenured position to a tenure track or tenured position, based on extraordinary service and contribution to the College.
 - b. For a candidate to be considered for conversion to a tenure track position the following must be submitted to the dean of the college:
 - i. From the division head or program head: If a search for a tenure track position is not already approved, a letter that details the need for a tenure or tenure track faculty member in the program is required. Please follow the procedure for proposing tenure-track positions.
 - ii. From the division head: a letter that makes the case for the candidate's extraordinary service to the college, as well as teaching, and research. The division head should solicit from the community feedback on the candidate for inclusion into the letter.
 - iii. From the candidate: CV, teaching statement, research statement, and the names and contact information of three individuals from outside Sweet Briar to provide letters of recommendation. These individuals should not be friends, working colleagues, or former teachers or research mentors.
 - c. Decisions regarding the conversion of a position to tenured or to the tenure-track will be made by the dean of the college in consultation with the president.
 - d. For cases where conversion to tenure is approved, the candidate will be required to assemble a tenure dossier for submission to the Board of Directors. The Board of Directors will make the final approval of the tenure appointment.

E. Qualifications and Terms of Appointment

1. Qualifications
 - a. Instructor appointments: If an individual who is appointed to the faculty has not received a doctorate (or an appropriate terminal degree), the appointment ordinarily shall be at the rank of Instructor. All teaching positions within the athletic and riding programs shall be hired with the status of Instructor.

- b. Non-tenure track appointments: Ordinarily, for full-time non-tenure track faculty at all ranks, it is expected that a doctorate (or appropriate terminal degree) is awarded before the candidate's start date.
- c. Tenure-track appointments: It is expected that the doctorate (or appropriate terminal degree) is awarded before the end of the candidate's first year for all tenure-track appointments.
- d. If an individual who is appointed to the faculty has received a doctorate (or an appropriate terminal degree), the initial appointment ordinarily shall be at the rank of assistant professor or above.
- e. 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, creative work, and current research activities, as applicable.
- f. Normally, the requirements for initial appointment as an Athletic or Riding instructor are:
 - i. A minimum of a master's degree or equivalent relevant experience in physical education, equestrian arts, or related fields.
 - ii. Evidence of mastery in an area of athletic or equestrian specialization.
 - iii. Successful experience in teaching courses aimed at building life-long skills.
 - iv. Strong recommendations supporting teaching and/or coaching effectiveness.

2. Term of appointment

- a. The initial appointment to a tenure-track position normally shall be for three years, with a reappointment of two additional two-year appointments. Usually in the fall of the sixth year of appointment, the individual will be evaluated for promotion.
- b. The initial appointment to a non-tenure track position at the rank of assistant, associate, or full professor shall be for three years. Usually, the length of the reappointment after this initial appointment will be for four years with review occurring in the spring of the third year. For candidates that the FAC highlights as exceptional, reappointment can be for seven years with a review occurring in the spring of the third year and the spring of the sixth year where further reappointment will be considered. The review process will follow that of tenured faculty in section F.1 below.

- c. For faculty appointed as Instructors in the Athletic and Riding program, the appointments are continuous. Requirements for these positions include:
 - i. 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.
 - ii. Evidence of successful recruiting.
 - iii. Evidence of continuing professional growth.
 - d. For all other faculty positions, the term of appointment is determined by the dean in consultation with the program faculty.
3. 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

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. In addition, promise of continued professional growth in each of the categories above (teaching, research and other scholarly activities, and service to the Program and the College) will be considered as part of this post-tenure review. By March 15th of the review year, the faculty member will provide a dossier for review, including a current *curriculum vitae*, a narrative statement reviewing accomplishments and challenges in the four evaluative categories below, student evaluations of teaching, and a portfolio of teaching materials, including course syllabi, lecture notes, course schedules, assignments, examinations, graded papers, and any other materials that might serve to demonstrate teaching effectiveness.

- a. The evaluative categories are as follows:
 - i. *Effectiveness in teaching*. Effective teaching methods vary between disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual concepts with clarity while encouraging meaningful student reflection and discussion.
 - ii. *Effective service to the program and to the College*. Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and

outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.

- iii. *Evidence of success in research and other scholarly and creative activities.* While this will vary from discipline to discipline, examples include the following: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.
 - iv. *Promise of continued professional growth.* Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.
- b. Normally, faculty members will be evaluated by the heads of their programs or division heads. Faculty members may request that the review be conducted by another faculty member 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 by March 1st.
 - c. After the initial review, and no later than May 1st, the evaluating faculty member will provide a letter to the dean with a copy to the individual. This letter should:
 - i. Notify the dean that the review has been satisfactorily completed.
 - ii. Alert the dean to the existence of any serious problem, as well as outstanding achievements.

- iii. Summarize suggestions for instructional or programmatic changes to be made and any suggestions for professional development made as a result of these discussions. Suggestions for professional development are expected.
- d. The dean, evaluating faculty member, and individual will meet to discuss the review. This meeting will take place by June 10th. The dean will then provide the faculty member with a written document summarizing the results of the meeting and recommendations for improvement. This letter will be delivered to the candidate by July 1st. The faculty member has the opportunity to respond to any recommendations or comments in writing and/or in a subsequent meeting and must do so within 30 days of the dean's letter.
- e. If any substantive professional deficiencies are identified in the review process, the dean may impose a shortened evaluation period for subsequent performance reviews.
- f. If continued deficiencies are present then the procedures enumerated in section L may be initiated.
- g. Timeline for review of tenured faculty members:

March 1 (every third year)	The candidate may request an alternate evaluating faculty member, mutually acceptable to the dean and faculty member being reviewed (to dean's office). (b)
March 15	Submission of materials (CV, narrative statement, student evaluations, portfolio of teaching materials) (to dean's office). (1)
May 1	After the initial review, the evaluating faculty member will provide a letter to the dean with a copy to the individual. (c)
By June 10	The dean, evaluating faculty member, and individual will meet to discuss the review. (d)
By July 1	The dean will provide a written summary of the meeting to the candidate. (d)
+30 days	The candidate may optionally respond in writing to this written summary (to dean's office). (d)

2. Tenure-track faculty:

- a. The tenure-track faculty shall produce a professional agenda that outlines specific professional goals. The agenda will be reviewed, and possibly modified, regularly as defined below. The evaluative categories are as follows:
 - i. *Effectiveness in teaching*. Effective teaching methods vary among disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual

concepts with clarity while encouraging meaningful student reflection and discussion.

1. The faculty member should maintain and submit for review a portfolio of teaching materials, including samples of course syllabi, lecture notes, course schedules, assignments, examinations, graded papers, and any other materials that might serve to demonstrate teaching effectiveness.
- ii. *Evidence of success in research and other scholarly and creative activities* (for tenure and promotion, normally at the national level faculty). While this will vary from discipline to discipline, examples include the following: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.
 - iii. *Effective service to the program and to the College*. Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.
 1. The faculty member should maintain and submit a full list of activities that constitute effective service to the college, including those activities that might not be included on a formal curriculum vitae.
 - iv. *Promise of continued professional growth*. Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.

- b. Regular review is required for all tenure-track faculty. The evaluation is conducted by the program or division head in the spring of the year before the last year of the current appointment period.
- c. In the spring term of the second year of service or the second to last spring term of the initial appointment (whichever is earlier), the candidate will be asked to provide to both the evaluating faculty member and the dean a written reflection on their teaching, scholarly or creative pursuits, and service to the College. In addition, candidates will provide evidence of scholarly or creative progress, an up-to-date curriculum vitae, and a teaching portfolio. The teaching portfolio can include but is not limited to items listed above in section a.i.1.
 - i. The materials are delivered to the dean's office and to the program or division head by March 15.
 - 1. Typically, the program chair will conduct the review. If the candidate is the program chair, the division head will conduct the review.
 - 2. In some cases, the candidate may request review by a third-party faculty member with expertise in the candidate's field. These requests must be approved by the dean by March 7.
 - ii. The reviewer will review the materials with the candidate and provide a written summary and recommendations to the dean by May 1.
 - 1. The reviewer should consult with other faculty as to the performance of the candidate.
 - iii. Also, by May 1, the faculty advancement committee will review the materials and provide a written summary and recommendation to the dean regarding the candidate's progress toward meeting the expectations required for promotion.
 - iv. A meeting is then scheduled between the dean, the tenure-track faculty member, and the reviewing faculty member. This meeting should happen by June 1. After the meeting, and by July 1, the dean will provide the faculty member with a written document summarizing the results of the meeting and any recommendations or comments.
 - v. The faculty member has the opportunity to respond to any recommendations or comments in writing and/or in a subsequent meeting and must do so within 30 days of the meeting with the dean.
- d. Assuming that the tenure-track candidate is showing promise, and on track to meet the standards of tenure, then an additional two-years will be added to the initial appointment. Otherwise, the candidate's term will expire at the end of the term noted in the most recent appointment letter.

- e. A second review will occur in the spring semester of the fourth year of service or the penultimate spring term of the second appointment period (whichever is earlier). The review will follow the same procedure as above in section c.
- f. It is the expectation that in this second full review the candidate will show promise to meet the expectations of tenure, have evidence of scholarly or creative accomplishments.
- g. The timeline for this process can be modified after consultation with the Dean. Candidates may defer review up to two times. A deferral may be granted for special circumstances including but not limited to: family or personal circumstances, health problems, etc. The request should be made in writing to the Office of the Dean within 90 days of the precipitating event, explaining the circumstances that justify a deferral. The timeline for this process also can be accelerated after consultation with the Dean. The request to accelerate review should be made in writing to the Dean's Office by January 31.
- h. This 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.
- i. 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 Office of the Dean 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.
- j. Timeline of review of tenure-track faculty members:

January 31	Candidate may optionally request an accelerated timeline for the review (to dean's office). (g)
March 7	The candidate may optionally request a third-party faculty member with expertise in the candidate's field to conduct the review (to dean's office). (c.i.2)

March 15	Submission of written reflection, CV, evidence of scholarly or creative progress, and teaching portfolio (to reviewing faculty member and dean). (c.i)
by May 1	The reviewer will review the materials with the candidate and provide a written summary and recommendations to the dean. (c.ii)
	The Faculty Advancement Committee will review the materials and provide a written summary and recommendation to the dean regarding the candidate's progress toward meeting the expectations required for promotion. (c.iii)
by June 1	Meeting with dean and reviewing faculty member. (c.iv)
by July 1	The dean will provide the faculty member with a written document summarizing the results of the meeting and any recommendations or comments. (c.iv)
+30 days	The candidate may optionally respond to this written summary (to dean's office). (c.v)
by July 15	Notice of reappointment or non-reappointment. (i)

3. Full-time non-tenure track faculty with professorial rank

- a. Full-time, non-tenure track faculty member appointments are for the specific term indicated in the appointment document. Appointees shall give two weeks' notice prior to the end of an academic term of their intention to not continue for the duration in the appointment document.
- b. A subsequent appointment must be accompanied by a positive evaluation review and a new appointment document.
- c. The following areas listed below will be reviewed.
 - i. *Effectiveness in teaching*. Effective teaching methods vary among disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual concepts with clarity while encouraging meaningful student reflection and discussion.
 1. The faculty member should maintain and submit for review a portfolio of teaching materials, including course syllabi, lecture notes, course schedules, assignments, examinations, graded papers, and any other materials that might serve to demonstrate teaching effectiveness.

- ii. *Evidence of success in research and other scholarly and creative activities.* While this will vary from discipline to discipline, examples include the following: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.
- iii. *Effective service to the program and to the College.* Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.
 - 1. The faculty member should maintain and submit a full list of activities that constitute effective service to the college, including those activities that might not be included on a formal curriculum vitae.
- iv. *Promise of continued professional growth.* Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.
- d. In the spring term of the second year of service or the second to last spring term of the initial appointment (whichever comes first), review of the candidate with respect to the areas above will take place. The candidate will be asked to provide a written reflection on their teaching, scholarly or creative pursuits, and service to the College. In addition, candidates will provide evidence of progress on scholarly or creative work (this can include but is not limited to the items listed above in c. ii.), and up-to-date curriculum vitae, and a teaching portfolio.

- i. The materials are delivered to the dean's office and to the program or division head by March 15.
- ii. The program or division head will review the materials with the candidate and provide a written summary and recommendations to the dean. This report will be delivered by May 1.
 1. The program or division head should consult with other faculty as to the performance of the candidate.
- iii. The Faculty Advancement Committee will review the materials and provide a written summary and recommendation to the dean regarding the candidate's progress toward meeting the expectations required for promotion. This report will be delivered by May 1.
- iv. A meeting is then scheduled between the dean, the faculty member, and the reviewing faculty member. After the meeting, the dean will provide the faculty member with a written document summarizing the results of the meeting and any recommendations or comments. This meeting should happen by June 1.
- v. The faculty member has the opportunity to respond to any recommendations or comments in writing and/or in a subsequent meeting and must do so by June 15.
- e. Assuming that the candidate is showing promise, then an additional two-years will be added to the initial appointment. Otherwise, the candidate's term will expire at the end of the term noted in the most recent appointment letter.
- f. A second review will occur in the spring semester of the fourth year of service or the penultimate spring term of the second appointment period (whichever comes first). The review will follow the same procedure as above in section e.
- g. It is the expectation that in this second full review the candidate will show continued growth and promise in the evaluative areas listed above in section c.
- h. The timeline for this process can be modified after consultation with the dean. Candidates may defer review up to two times. A deferral may be granted for special circumstances including but not limited to: family or personal circumstances, health problems, etc. The request should be made in writing to the Office of the Dean within 90 days of the precipitating event, explaining the circumstances that justify a deferral. The timeline for this process also can be accelerated after consultation with the dean. The request to accelerate review should be made in writing to the Office of the Dean by January 31.
- i. These initial appointment periods are 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 continuing to make progress), and specific criteria within each category will vary from discipline to discipline and, even within disciplines, from candidate to candidate.

- j. 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 Office of the Dean 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.
- k. Assuming that the candidate has received a positive evaluation and there is continued need for staffing in the discipline, an additional appointment will be given. Otherwise, the candidate’s term will expire at the end of the term noted in the most recent appointment letter.
- l. The duration of the reappointment will be determined by the dean. Usually, the length of the reappointment after these two initial appointments will be for four years with review occurring in the spring of the third year. For candidates that the FAC highlights as exceptional, reappointment can be for seven years with a review occurring in the spring of the third year and the spring of the sixth year where further reappointment will be considered. The review process will follow that of tenured faculty in section 1. above.
- m. Non-tenure track assistant or associate professors are normally eligible for promotion after at least seven years of continuous full-time service to the academic program of college, but in exceptional cases, may be eligible after five years of service. Excellence in teaching, evidence of professional growth and service to the college are considered in evaluating non-tenure track candidates for promotion. See section H for information on the promotion process.
- n. Timeline of review for full-time non-tenure track faculty with professorial rank:

January 31	Candidate may optionally request an accelerated timeline for the review (to dean’s office). (i)
March 15	Submission of written reflection, CV, evidence of scholarly or creative progress, and teaching portfolio (to reviewing faculty member and dean). (e.i)

by May 1	The reviewer will review the materials with the candidate and provide a written summary and recommendations to the dean. (e.ii)
	The Faculty Advancement Committee will review the materials and provide a written summary and recommendation to the dean regarding the candidate's progress toward meeting the expectations required for promotion. (e.iii)
by June 1	Meeting with dean and reviewing faculty member. At this meeting, the candidate will receive a written recommendation and comments. (e.iv)
by June 15	The candidate may optionally respond to any recommendations or comments in writing and/or in a subsequent meeting. (e.v)
by July 15	Notice of reappointment or non-reappointment. (k)

4. Instructors

- a. Full-time faculty appointed at the rank of Instructor 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. Appointees shall give two weeks' notice prior to the end of an academic term of their intention to not continue for the duration in the appointment document.
- b. Instructors in the Athletic and Riding program will be reviewed by a process established by the Athletic Director.
- c. A subsequent appointment must be accompanied by a positive evaluation review and a new appointment document.
- d. The following areas listed below will be reviewed:
 - i. Effectiveness in teaching. Effective teaching methods vary between disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual concepts with clarity while encouraging meaningful student reflection and discussion.
 1. The faculty member should maintain and submit for review a portfolio of teaching materials, including course syllabi, lecture notes, course schedules, assignments, examinations, graded papers, and any other materials that might serve to demonstrate teaching effectiveness.

- ii. Effective service to the program and to the College. Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.
 - 1. The faculty member should maintain and submit a full list of activities that constitute effective service to the college, including those activities that might not be included on a formal curriculum vitae.

- e. Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.

- f. In the spring of the penultimate year of the instructor's current appointment, review of the areas listed above will take place.
 - i. By March 15, the candidate will submit to the program or division head an up-to-date *curriculum vitae*, a written reflection on their teaching, scholarly or creative pursuits, and service to the College. In addition, candidates may provide evidence of scholarly or creative progress if applicable. This can include but is not limited to: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.
 - ii. The program or division head will review with the candidate their contributions to the college, reflecting specifically on the categories listed above. Student evaluations of teaching should be considered.

- iii. By May 1, The program or division head will provide a written summary and recommendation to the dean.
 - 1. The program or division head should consult with other faculty as to the performance of the candidate.
 - 2. The program or division head should also include justification for the continued need for staffing in this position.
- iv. A meeting is then scheduled between the dean, the candidate, and the reviewing faculty member. This meeting should happen by June 1 After the meeting, the dean will provide the faculty member with a written document summarizing the results of the meeting and any recommendations or comments. This should happen by June 15.
- v. The faculty member has the opportunity to respond to any recommendations or comments in writing and/or in a subsequent meeting and must do so within 30 days of the meeting with the dean.
- vi. Assuming that the candidate has received a positive evaluation and there is continued need for staffing in the discipline, an additional appointment will be given. Otherwise, the candidate’s term will expire at the end of the term noted in the most recent appointment letter.
- vii. The duration of the reappointment will be determined by the dean. Typical appointments will be four years or seven years with review occurring in the third and/or sixth year.
- g. Timeline for review of Instructors:

March 15	The candidate will submit to the program or division head an up-to-date curriculum vitae, a written reflection on their teaching, scholarly or creative pursuits, and service to the College. In addition, candidates may provide evidence of scholarly or creative progress if applicable. (f.i)
by May 1	The program or division head will provide a written summary and recommendation to the dean. (f.iii)
by June 1	meeting with Dean and reviewing faculty member. (f.iv)
by June 15	The dean will provide a written summary of this meeting. (f.iv)
+30 days	The candidate may optionally respond in writing to any recommendations or comments. (f.v)

5. Part-time faculty

- a. Part-time faculty 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. Appointees shall give two weeks' notice prior to the end of an academic term of their intention to not continue for the duration in the appointment document.
- b. Reappointment will be determined by the dean in consultation with the program or division head considering, primarily, the faculty's effectiveness in teaching and continued need for staffing in the discipline.
- c. Usually, part-time faculty appointments will be for one-year.

6. 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. The Office of the Dean will 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 Faculty Advancement Committee in decisions regarding promotion and tenure; that the evaluations are anonymous; and that 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.

7. Program Reviews of Majors:

- a. 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.

G. Appointment or promotion to tenured faculty

A tenured appointment to the Sweet Briar faculty may be conferred only by the Board of Directors upon recommendation by the President.

1. Offers of tenure by the Board of Directors are based upon:
 - a. *Effectiveness in teaching.* Effective teaching methods vary between disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual concepts with clarity while encouraging meaningful student reflection and discussion.
 - b. *Effective service to the program and to the College.* Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.
 - c. *Evidence of success in research and other scholarly and creative activities.* While this will vary from discipline to discipline, examples include the following: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.
 - d. *Promise of continued professional growth in each of these areas (teaching, research and other scholarly activities, and service to the Program, Division, and the College).* Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the

national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.

2. Probationary Period

Tenure is neither automatic nor based on the number of years of service.

- a. 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.
- b. 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.
- c. 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).
- d. 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 their first semester at Sweet Briar. The dean's written response serves as the understanding regarding prior service.
- e. 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.

3. Schedule and Procedures

- a. No later than May 1 in the fifth year of service (or two years before the second appointment term ends), the dean will notify those faculty members eligible for consideration for tenure, the head of each division concerned, and the Faculty Advancement Committee that such consideration is being initiated.
- b. No later than August 1 in the sixth year of service (or one year before the second appointment term ends), the dean will solicit a written recommendation from the

candidate's division head. This recommendation should be based on pre-tenure reviews, improvement in the four areas described in section 1 above, and informal discussions with program faculty. This letter will be due by September 1.

- c. Also by August 1, the dean will solicit letters from all tenured and tenure-track faculty members in the candidate's program, who are obligated to respond by September 1.
- d. Also by August 1, the dean will solicit letters from all faculty members, who may optionally respond by September 1.
- e. No later than August 15, the candidate will provide to the Office of the Dean the names, titles, and email addresses of three or more evaluators at other institutions who are qualified to comment on the candidate's scholarship and other professional activities. These evaluators should be neither close friends, collaborators, nor former advisors. At this time, the candidate will also provide the Office of the Dean an updated curriculum vitae and scholarly materials sufficient for these external evaluators to produce substantive recommendations based on their knowledge of the candidate's research and scholarly activities. The Office of the Dean will solicit and collect letters of recommendation from these people; the candidate should not solicit these letters directly. The Office of the Dean will provide the evaluators with a copy of the candidate's curriculum vitae and scholarly materials. In addition, the dean will identify one appropriate external evaluator and solicit a letter.
- f. Also by August 15, the candidate will provide to the Office of the Dean the names and addresses of all the current majors in the candidates program, as well as names and addresses of five recent alumnae. It is appropriate, though not required, for the candidate to speak to these students and alumnae to explain their role in the tenure process, but the Office of the Dean will solicit and collect letters of recommendation from them.
- g. Also by August 15, the candidate will provide to the Office of the Dean the names of three or more non-faculty members of the College administration or staff who can speak to the candidate's service to the College.
- h. (optional) The candidate may also choose to submit reports of class visitations; however, this is neither expected nor required. Also by August 15, the candidate should provide the dean with the names of faculty from whom reports of class visitation are to be requested.
- i. No later than September 15, the dean, the division head, and the candidate will meet in order for the dean and division head to present to the candidate an oral summary of the letters submitted by program faculty, as well as the division head's letter of recommendation. If there are deficiencies that emerge from these letters or the division head's recommendation, those should also be presented to the candidate at this time.

- j. No later than October 1, the candidate will submit electronically the following to the dean: curriculum vitae, the reflective statement, and teaching portfolio. The Office of the Dean will add these materials to the candidate’s student evaluations and any letters received.
- k. No later than November 1, all materials collected by the dean should be submitted electronically to the Faculty Advancement Committee for review. Should the dean or the Faculty Advancement Committee conclude that additional materials would be useful for tenure and promotion consideration, the dean will work with the candidate to provide those materials
- l. No later than December 1, the Faculty Advancement 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 Faculty Advancement Committee and the dean regarding their recommendations. At this time, the president, the dean, and the Faculty Advancement Committee will meet to discuss the candidate’s tenure case. They will give consideration to the division head’s recommendation and the qualifications of each nominee with regards to the four criteria outlined above in section 1 in estimating eligibility for tenure.
- m. 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 below in section L), 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 (see section 4 below on the appeals process available if tenure is not recommended to the Board).
- n. The Board of Directors makes the final decision whether to approve the president’s recommendation, usually in their February meeting.
- o. Timeline for tenure review:

May 1 (year 5)	The dean will notify those faculty members eligible for consideration for tenure, the chair of each program concerned, and the Faculty Advancement Committee that such consideration is being initiated. (a)
August 1 (year 6)	The dean will solicit a written recommendation from the candidate’s division head. (b)
	The dean will solicit letters from all tenured and tenure-track faculty members in the candidate’s program. (c)
	The dean will solicit letters from all faculty members. (d)

August 15	The candidate will provide to the Office of the Dean the names and addresses of three or more external evaluators. (e)
	The candidate will provide to the Office of the Dean the names and addresses of all the current majors in the candidates program, as well as names and addresses of five recent alumnae. (f)
	The candidate will provide to the Office of the Dean the names of three or more non-faculty members. (g)
	Optionally, the candidate should provide the dean with the names of faculty from whom reports of class visitation are to be requested. (h)
September 1	Letters from division chair, program faculty, and the faculty at large are due. (b, c, d)
by September 15	The dean, the division head, and the candidate will meet. (i)
October 1	The candidate will submit to the dean a CV, reflective statement, and teaching portfolio. (j)
November 1	All materials collected by the dean should be submitted to the FAC for review. (k)
by December 1	The FAC, dean, and president will meet. The FAC and the dean will make separate recommendations to the president. (l)
by December 15	The president will inform the candidate in writing of the results of her or his deliberation. (m)
~February	The Board of Directors makes a final decision. (n)

4. Elements in Evaluation for Tenure:

The following items will be evaluated by the President. Items a-f below should be submitted by the candidate according to the schedule above in section 3.

- a. Curriculum vitae
- b. Copies of publications or other pertinent scholarship, creative work, etc.
- c. Teaching portfolio. This is a collection of materials demonstrating competence in teaching. The actual items will vary from candidate to candidate and are left to the candidate's discretion, but may include course syllabi, tests and other assignments, student work and projects, online assignments such as discussion boards, etc.
- d. (optional) Reports from class visitations
- e. Narrative statement. 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 Program and to the College. Statements should not exceed seven pages in length

- f. Student evaluations (this will be provided by the dean's office)
 - g. The division head's recommendation, reflecting the collective opinions of all full-time members of the program
 - h. Letters from individual tenured and tenure-track faculty members in the program
 - i. Letters from three tenured faculty members outside the candidate's program
 - j. Letters from up to three committee chairs
 - k. Letters from non-faculty administrators and staff
 - l. Letters from current program majors
 - m. Letters from recent alumnae
 - n. Letters from three external evaluators
 - o. Other letters
 - p. Faculty Advancement Committee's written recommendation to the president
 - q. Dean's written 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, the president will meet with the candidate, at the candidate's request, at the earliest possible date to discuss the decision and, 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 Faculty

Advancement Committee, and all members of the Faculty Senate, 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 Senate 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 Senate Chair will leave prior to deliberations. The Faculty Advancement Committee and the Faculty Senate 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

This section sets forth the procedure for promotion of assistant professors to the rank of associate professor without tenure and of associate professors to the rank of professor with or without tenure. Promotion to associate professor is automatic upon the awarding of tenure; that is, no separate review process is required. The process in section G above is followed in those cases.

1. Criteria for promotion:

- a. *Effectiveness in teaching.* Effective teaching methods vary between disciplines and courses but generally include motivating students to pursue learning with diligence, enthusiasm, and ever-increasing independence and conveying key intellectual concepts with clarity while encouraging meaningful student reflection and discussion.
- b. *Effective service to the program and to the College.* Sweet Briar is a residential institution that values and celebrates faculty-student interaction both inside and outside of the classroom. Effective service includes departmental planning, formal participation on committees, and involvement in prospective student recruitment. It can also include other engagement in a variety of college activities and functions. That engagement will, of course, vary based on an individual faculty member's academic and co-curricular interests and skills, but such service should be understood as a vital part of the faculty member's employment.
- c. *Evidence of success in research and other scholarly and creative activities.* While this will vary from discipline to discipline, examples include the following: digital

media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays, screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.

- d. *Promise of continued professional growth in each of these areas (teaching, research and other scholarly activities, and service to the Program, Division, and the College).* Promise of continued professional growth will be determined by past performance, current projects, and discipline-appropriate research goals. Such goals should reflect an ongoing commitment to maintaining scholarship at the national level, and might include: a deepening of one's academic investment in one's field through meaningful contribution; a rigorous maintenance of up-to-date best practices; an evolving fluency in current discipline-specific developments and methods, including pedagogy; and the assumption of academic leadership positions within the institution or field at large.
 - e. Criteria for promotion to professor are the same as those listed above. However, evaluation will focus on demonstrated accomplishment within the criteria since the candidate's previous promotion, and evidence of continuing professional growth
2. Schedules and Procedures for Promotion to Associate Professor without Tenure or Professor with or without Tenure:
- 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. Candidacies for promotion to associate professor without tenure and for promotion to professor with or without tenure shall be established in one of the following ways:
 - i. The division head may recommend a faculty member for promotion. Normally, a faculty member becomes eligible for promotion in their 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.

1. Chairs shall consult with all full-time members of the program before making the recommendation. A program recommendation not favorably acted upon by the candidate does not automatically remain in effect in subsequent years.
 - ii. A full-time tenure-track 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.
 - iii. 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.
 - iv. A division head or program chair who wishes to be considered for promotion should submit a written request to the dean by November 1.
- c. 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 division heads in drawing up their recommendations, division heads should request the following items from candidates by October 1, and candidates must submit them by October 15:
 - i. Student evaluations (this will be provided by the dean's office)
 - ii. Curriculum vitae
 - iii. *Evidence of success in research and other scholarly and creative activities.* While this will vary from discipline to discipline, examples include the following: digital media productions; peer-reviewed articles; research grants (funded and unfunded); presentations at conferences of learned societies (talks, posters, panels, etc.; regional, national, and international); public scholarship and invited presentations (lectures, addresses, panel talks, editorial publications, etc.); works of creative art (written, visual, musical, choreographic, audiovisual, interdisciplinary, interactive, etc.); public performances of artistic works (readings, exhibitions, concerts or recitals, dance performances, plays,

screenings, installations, etc.); books (academic or literary, including poetry, fiction, and creative nonfiction); edited volumes; monograph manuscripts (published, under contract, under review, or solicited); book chapters; encyclopedia articles; scholarly reviews; service to professional organizations and publications (review of submissions, leadership positions, etc.); and works of translation.

- iv. Narrative statement (this may be in preliminary form at this time). 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 Program and to the College. Statements should not exceed seven pages in length
- d. Also by November 1, the dean will solicit letters from all tenured and tenure-track faculty members in the candidate's program, who should respond by December 1.
- e. Also by November 1, the candidate will provide to the dean the names of at least one faculty member each from three related programs who can speak to the candidate's qualifications, and who should respond by December 1.
- f. No later than November 15, the candidate will provide to the Office of the Dean the names and addresses of three or more evaluators at other institutions who are qualified to comment on the candidate's scholarship and other professional activities. These evaluators should be neither close friends, collaborators, nor former advisors. At this time, the candidate will also provide the Office of the Dean an updated curriculum vitae and scholarly materials sufficient for these external evaluators to produce substantive recommendations based on their knowledge of the candidate's research and scholarly activities. The Office of the Dean will solicit and collect letters of recommendation from these people; the candidate should not solicit these letters directly. The Office of the Dean will provide the evaluators with a copy of the candidate's curriculum vitae and scholarly materials. In addition, the dean will identify one appropriate external evaluator and solicit a letter.
- g. Also by November 15, the candidate will provide to the Office of the Dean the names and addresses of all the current majors in the candidates program, as well as names and addresses of five recent alumnae. It is appropriate, though not required, for the candidate to speak to these students and alumnae to explain their role in the tenure process, but the Office of the Dean will solicit and collect letters of recommendation from them.
- h. Also by November 15, the candidate will provide to the Office of the Dean the names of three or more non-faculty members of the College administration or staff who can speak to the candidate's service to the College.

- i. (optional) The candidate may also choose to submit reports of class visitations; however, this is neither expected nor required. Also by November 15, the candidate should provide the dean with the names of faculty from whom reports of class visitation are to be requested.
- j. By December 1, the candidate will submit to the division head an updated curriculum vitae (if applicable), a finalized narrative statement, additional evidence of scholarly success (if applicable), and the teaching portfolio.
- k. All materials submitted to the division head should be collected by the dean by February 1, and all materials received by the dean should be submitted to the Faculty Advancement Committee for review no later than February 15.
- l. The Faculty Advancement Committee, in consultation with the dean, shall have responsibility for reviewing all full-time and part-time candidates for promotion. The Faculty Advancement Committee and the dean shall make independent recommendations to the President, who is responsible for the decision after consultation with the Faculty Advancement Committee and the dean regarding their recommendations. Recommendations by the Faculty Advancement Committee and the dean will be made by March 15.
- m. A candidate for promotion shall be informed of the president's decision no later than April 15.
- n. Appeals will follow the same process outlined above in section G.5.
- o. Timeline for promotion to associate professor without tenure or professor with or without tenure:

October 1	Division heads should request a CV, preliminary narrative statement, and evidence of success in research and other scholarly and creative activities from candidates. (c)
October 15	Candidates must submit a CV, preliminary reflective statement, and evidence of success in research and other scholarly and creative activities to their division heads. (c)
	The dean will provide student evaluations to the division head. (c)
November 1	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. (c)
	The dean will solicit letters from all tenured and tenure-track faculty members in the candidate's program. (d)

	The candidate will provide names of one faculty member each from three related programs. (e)
	Program chairs may nominate themselves. (b.iv)
November 7	A full-time faculty member who has been in rank for at least six years and has not been recommended by the program may submit a written request. (b.ii, b.iii)
November 15	The dean will respond to self-nominated candidates. (b.ii, b.iii)
	The candidate will provide to the dean the names and addresses of three or more external evaluators. (f)
	The candidate will provide to the dean the names and addresses of all the current majors in the candidate's program, as well as names and addresses of five recent alumnae. (g)
	The candidate will provide to the dean the names of three or more non-faculty members of the College administration or staff. (h)
	(optional) The candidate should provide the dean with the names of faculty from whom reports of class visitation are to be requested (i)
December 1	The candidate will submit to the division head an updated curriculum vitae (if applicable), a finalized narrative statement, additional evidence of scholarly success (if applicable), and the teaching portfolio. (j)
	Letters from faculty members solicited on November 1 are due. (d, e)
February 1	All materials submitted to the division head, including student evaluations, curriculum vitae, and reflective statement will be submitted to the dean. (k)
February 15	All collected materials will be submitted to the Faculty Advancement Committee. (k)
March 15	The FAC and the dean will make recommendations to the president. (l)
April 15	The candidate will be informed of the president's decision. (m)

3. Elements to be considered for promotion

- a. Curriculum vitae
- b. Copies of publications or other pertinent scholarship, creative work, etc.
- c. Teaching portfolio. This is a collection of materials demonstrating competence in teaching. The actual items will vary from candidate to candidate and are left to the

candidate's discretion, but may include course syllabi, tests and other assignments, student work and projects, online assignments such as discussion boards, etc.

- d. (optional) Reports from class visitations
- e. Narrative statement. 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 Program and to the College. Statements should not exceed ten pages in length
- f. Student evaluations (this will be provided by the dean's office)
- g. The division head's recommendation, reflecting the collective opinions of all full-time members of the program
- h. Letters from individual tenured and tenure-track faculty members in the program
- i. Letters from non-faculty administrators and staff
- j. Letters from current program majors
- k. Letters from recent alumnae
- l. Letters of recommendation from at least one member of three related programs
- m. Faculty Advancement Committee's written recommendation to the president
- n. Dean's written recommendation to the president

I. Faculty Retirement Process and Benefits

For a faculty member to be considered a retiree of the College, the employee must be 55 years of age or older and have worked a minimum of ten (10) full-time consecutive years with the College immediately prior to retirement. Faculty intending to retire should notify the dean of the college at least six (6) weeks prior to the effective date of retirement. Retirees are eligible to retain an SBC email account, use of the Mary Helen Cochran Library, use of the Fitness and Athletic Center, and other benefits specifically outlined in the Employee Policies and Guidelines.

All full-time faculty who have completed 25 years of service or reached age 62 and completed 15 years of service, may choose between the two options listed below. Faculty intending to retire should notify the dean of the college at least six (6) weeks prior to the effective date of retirement.

Option A (Phased Retirement): The faculty member may reduce to a 50% teaching-load during a period of 1 to 3 academic years.

Pay: Pay will be provided at 50% of full-time pay.

Employee Benefits: During the phase period, employees will continue to receive full benefits. Health insurance, life insurance, disability coverage, and retirement plan contributions during the phase retirement period will be based on the electing faculty member's actual salary during the phased period, and will be discontinued upon complete retirement. At the point of retirement, faculty members are eligible to purchase the full cost of the consortium health insurance until age 65.

Other benefits: After retiring, the faculty member will retain an SBC email account, use of an office on campus at the dean's discretion, use of the Mary Helen Cochran Library, use of the Fitness and Athletic Center, and a re-formatted computer that is less than 3 years old (computer allocation will be at the dean's discretion).

Option B (Immediate Retirement): The faculty member agrees to retire immediately (with no phase) at the end of the semester.

Pay: Pay will end at the point of retirement.

Employee Benefits: At the point of retirement, faculty members can opt to purchase the full cost of the consortium health insurance until age 65.

Other benefits: After retiring, the faculty member will retain SBC email account, use of an office on campus at the dean's discretion, use of the Mary Helen Cochran Library, use of the Fitness and Athletic Center, and a computer that is less than 3 years old (computer allocation will be at the dean's discretion).

J. 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 their field.

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. 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.
 - f. Serious misconduct, including inordinate moral turpitude.
 - g. 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:
 - i. 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.
 - ii. The matter may be terminated at this time by mutual consent and with or without the payment of salary for an agreed period.
 - iii. 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.
 - i. 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 and/or reasons for the proposed termination. 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 their choice.
 - ii. At the beginning of the hearing the Chair of the Faculty Senate or an authorized representative of the collage shall read the charges and/or reasons for the proposed termination of the faculty member.
 - iii. 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 Chair of the Hearing Committee; counsel will not be permitted to question witnesses.
 - iv. 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 no cost.
 - v. 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.
 - vi. 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 the head of their program or their division head 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. Leaves

1. 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. Leave is not granted automatically but only with due concern for the best interests of the College.
2. Such leaves will be without remuneration from the college.
3. Faculty may pursue outside funding to support leave for the pursuit of scholarly activities that will contribute to the individual's professional competence.
 - a. 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 leave without pay.
4. The granting of a 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.

P. Family Leave Policy

Please see the Employee Policies and Guidelines.

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. Faculty are generally not 12-month employees unless their letter of employment stipulates otherwise, in which case they are compensated accordingly. They are expected, however, to be in residence starting one week prior to the start of the fall semester through one week after the spring semester unless they are on leave or sabbatical or have another arrangement with the dean.

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 or division head promptly. If a faculty member must be absent from classes for several days, he or she shall confer in advance with the program chair or division head 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:
 - i. 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.
 - ii. The Office of the Dean will provide 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.

- iii. 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.
- iv. 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.
- v. 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.
- 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 (<https://www.sbc.edu/live/files/33-intellectual-property-policypdf>).

S. Division Heads

Sweet Briar has three academic divisions – Arts, Social Sciences and Humanities, and STEM. This organizational structure serves to support faculty governance, personnel evaluation and professional development, and curriculum iteration and innovation. Each division is led by a division head. The responsibilities of division head are:

1. Division Governance:

- a. Facilitate collaboration and communication between faculty in the division, centers, and core.
- b. Conduct regular division meetings to promote communications between related programs and discuss divisional needs.
- c. Facilitate projects that fall between departments but in division.
- d. Serve as point person for Development, Communications, and Admissions.
- e. Facilitate discussion on division priorities for budgets and professional development.
- f. Meet with Dean individually and as a group once every other month to communicate and advocate faculty needs, concerns, and proposals.

2. Personnel Matters and Professional Development

- a. Assign a suitable mentor for all new faculty members in the division. These mentors need not be from within the division but might be selected from the wider faculty. Check to make sure mentoring is happening.
- b. In collaboration with program heads, propose to the dean the need for tenure-track positions within the division.
- c. In collaboration with program heads, propose to the dean the need for tenure-track positions within the division.
- d. In collaboration with program heads, assemble staffing plans for the subsequent academic year. Through the staffing plan process, recommendations for non-tenure track faculty terms are made.
- e. Select appropriate person to conduct pre-tenure reviews as per published guidelines.
- f. Assess performance of non-tenure track faculty being considered for reappointment.

- g. Support the recruitment of visiting and tenure-track faculty for programs in the division.
 - i. In collaboration with the dean and the program heads, assemble search committees.
 - ii. Ensure that regular procedures are followed in all searches.
- h. Encourage the development of each faculty member's special talents and interests, Support faculty research and publication.
- i. Mediate conflicts amongst divisional faculty.

2. Curriculum Responsibilities

- a. Coordinate the planning and updating of the curriculum.
- b. Approve all course proposals or major revisions prior to submission to the Curriculum Committee.
- c. Develop the staffing plan for the division in collaboration with the program heads.
- d. Coordinate scheduling of courses with other division chairs once a semester.
- e. Coordinate the division schedule.

3. Transition of Division Heads

- a. The term of division head will ordinarily be three years.
- b. Ordinarily division heads will be elected by members of the division.
 - i. A list of current eligible candidates will be distributed during the spring semester of the second year of the current division head's appointment.
 - ii. Voting for division heads will occur by March 1 and be reported to the dean of the college.
 - iii. Nominees for division head must have held a full-time appointment for at least four years.
 - iv. New division heads will be trained by the outgoing division head.

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 Dean's website for information (<https://www.sbc.edu/dean/faculty-resources/>).

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.